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# ANNUAL REPORT

## Town of Westford

For the Fiscal Year Ending

JUNE 30

2022



### **On the cover**

Tucked into the side of Patten Road lies the Russian Brotherhood Cemetery. Many Russian families were initially buried in other Westford cemeteries, but eventually wanted to find a final resting place of their own. These families founded the Russian Brotherhood Cemetery during the influenza epidemic of 1918, and to this day, it is still a private burial place for descendants of the original Westford Russian immigrants.

Many of the original Russians came to Westford from Grodno, Russia when they were barely out of their teens. Most were attracted by the work offered at the Abbot Worsted Mill since times were hard in Grodno, and they worked to send money back to their families. Most originally hoped to make money and return to their homeland, but many made this town their home.

No other ethnic or national group in Westford has as important a resource as the Russian Brotherhood Cemetery to symbolize their history in the town. The original Russians who settled here were one of the first waves of immigrant mill workers and are integrated in the history of Westford.

*- Irene Zheng*

*Summer 2022 intern at the Westford Historical Society*

*- continued on back cover*

# TOWN OF WESTFORD MASSACHUSETTS

## **Annual Report**

For the fiscal year ending June 30, 2022

Annual Town Meeting  
Saturday, March 25, 2023

Annual Town Election  
Tuesday, May 2, 2023

# CITIZEN ACTIVITY FORM

## Town of Westford

### *GOOD GOVERNMENT STARTS WITH YOU*

If you are interested in serving on a town committee, please fill out the Citizen Activity Form on the town's website: [data.westfordma.gov/bc/newcaf.php](http://data.westfordma.gov/bc/newcaf.php)

Or fill out this form and mail it to the Town Manager, Town Hall, 55 Main Street, Westford, MA 01886.

All committee vacancies will be filled by those deemed most qualified to serve in a particular capacity.

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Home Address: \_\_\_\_\_

Mailing Address (if different from home address): \_\_\_\_\_

Phone Numbers: \_\_\_\_\_

Email Address: \_\_\_\_\_

Current Occupation/Current Employer: \_\_\_\_\_

Narrative: Please tell us how much time you have available and any education, experience, or special skills that may be relevant to the committee(s) you are interested in.

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Which committee/board(s) are you interested in (limit 5 per application)? A complete list of town committees and boards is available online at:

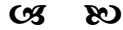
[data.westfordma.gov/bc/boards.php](http://data.westfordma.gov/bc/boards.php) /

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# IN MEMORIAM



## Muriel Drake

December 30, 1928 – December 31, 2021

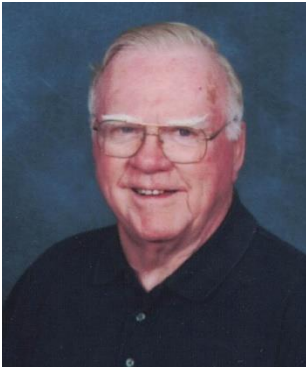
Muriel served more than half of the 51 years that she lived in Westford as an elected member of the Westford Housing Authority. First elected in 1995, Muriel was serving her sixth five-year term at the time of her death. Always a staunch advocate for more affordable housing in the town, Muriel served during the construction of the 15 units on Coakley Circle, 36 additional units of senior housing on Tadmuck Road, and acquisition of three affordable units at the Brookside Mill in Nabnasset. In the 1980s, Muriel served on the board of the Roudenbush Associates. She was also a poll worker and a volunteer at the Cameron Senior Center.



## Robert McCusker

March 1, 1931 – July 10, 2021

Bob McCusker began his service to Westford in 1974 when he was elected to the Board of Health. Having served two terms, Bob retired from town government for a short time, then ran for School Committee. Elected in 1989, Bob served three terms, stepping down in 1998. While serving on the School Committee, Bob also was a member of the Permanent School Building Committee for four years.



# IN MEMORIAM

Continued



## Joan O'Brien

May 21, 1941 – September 24, 2021

An elementary teacher and a licensed child advocate, Joan served the students in the Westford schools for 28 years. In 1978, Joan was elected to the first of her two terms on the Westford School Committee, then, in 1991, she was appointed to represent Westford on the Nashoba Valley Technical School Committee. Joan's tenure at Nashoba Valley continued for two decades until 2011. For all her dedication and commitment, Joan received a citation from the Massachusetts Office for Children in recognition of her "efforts on behalf of children in Massachusetts."

## Mary Trubey

November 3, 1930 – January 14, 2022

A graduate of Westford Academy in the class of 1948, Mary ran for School Committee in 1975 and topped the ticket with 1,534 votes. The candidate coming in second received 962 votes. Her tenure on the School Committee continued for three terms. Mary was next an appointed member of the Conservation Commission, then served on the Affordable Housing Committee. Her four sons recall that Mary "instilled her family with a respect for civic duty ... and hoped that the ideals that guided her town service would be embraced by the newest generations of residents."



# WITH GRATITUDE



## **Alan (1927-2021) and Dick Emmet (1924-2007)**

*From comments at the  
October 23, 2021 Special Town Meeting:*

With the passing of Alan Emmet this past week it seems fitting to call to light at this meeting the contributions to our town of Alan and her husband Richard. The Emmets moved to Westford in 1951, just 70 years ago. Over that time, their efforts were instrumental in making Westford the great place we are so proud to call home.

Alan was an accomplished landscaper and author who wrote several acclaimed books on landscaping. Her landscaping prowess is most evident on the grounds of the Emmets' home in Parkerville.

Alan also wrote novels, one of which, *The Mr. and Mrs. Club*, in 2001, told of life in a small town much like Westford in the 1950s, 60s, and 70s. The Mr. and Mrs. Club was the true name of the First Parish Church couples club. Many of us spent a lot of time trying to attach the names of townspeople we knew to the "fictional" characters in Alan's book.

Dick served on countless town committees, including the School Committee, Board of Selectmen, and Conservation Commission.

Dick's passions were birds and conservation of open space. In 1956, he made his first purchase of open land in Parkerville, about 15 acres of fields and woods on the north side of Concord Road. In 1969, Dick bought 37 acres of woodland on the south side of the road. In total, Alan and Dick purchased over 170 acres of land which they subsequently gave to the Massachusetts Audubon Society to create the Nashoba Brook Sanctuary, setting an example that the town has built on. In recognition of the work Dick did as a Selectman to acquire for the town the 336-acre parcel in Parkerville abutting Nashoba Pond, the town named this conservation area the Richard S. Emmet Conservation Land.

Following Alan and Dick Emmet's lead, we now have over 2500 acres of open land in permanent conservation.





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# ELECTED OFFICIALS AS OF JUNE 30, 2022

*Term expires*

## **BOARD OF HEALTH**

Joanne Belanger	6 Marie Anne Dr.	3-year term 5/2024
Zac A. Cataldo	121 Depot St.	5/2023
Stephanie D. Granger	101 Russells Way	5/2025
Susan M. Hanly	26 Kirsí Cir.	5/2025
Michele Pitoniak-Crawford	15 Shelly Ln.	5/2023

## **HOUSING AUTHORITY**

Nancy Cook	25 N. Main St.	5-year term 8/2023
Carol S. Engel	26 Lowell Rd.	5/2026
Diane Holmes	14 Sandstone Rd.	5/2027
Barbara Upperman	7 Church St.	5/2024

## **J. V. FLETCHER LIBRARY TRUSTEES**

Elizabeth S. Diercks	56 Depot St.	3-year term 5/2025
Marianne C. Fleckner	23R Almeria Cir,	5/2024
Lynn Clermont	24 Byrne Ave.	5/2023
Alisha E. Hillam	6 Coolidge Ave.	5/2024
Robert D. Price	18 Stratton Hill Rd.	5/2023
Glen M. Secor	56R Pleasant St.	5/2025

## **MODERATOR**

Angela Harkness	15 Castle Rd.	3-year term 5/2023
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## **PLANNING BOARD**

Michael E. Bonenfant	3 Hadley Rd.	5-year term 5/2024
Kate Hollister	25 Vine Brook Rd.	5/2026
Dylan H. O'Connor	3 Lambert Way	5/2027
Robert L. Shaffer	7 Blake's Hill Road	5/2025
Darrin H. Wizst	1 Noonan Way	5/2023

## **SCHOOL COMMITTEE**

Kathryn Clear	14 Sawmill Dr.	3-year term 5/2024
Marisol Garcia	53 Pleasant St.	5/2025
Sean Kelly	7 Chestnut Rd.	5/2025
Gloria Miller	14 Hutchins Way	5/2023
Christopher Sanders	4 Koala Bear Ln.	5/2024
Valery Young	4 Marie Ann Dr.	5/2023
Mingquan Zheng	3 Joyce Cir.	5/2024

## **SELECT BOARD**

G. Thomas Clay	7 Ward Hill Rd.	3-year term 5/2023
John H. Cunningham	4 Butternut Rd.	5/2024
J. Scott Hazelton	76 Nutting Rd.	5/2025
Andrea Peraner-Sweet	21 Kirsí Cir.	5/2025
Anita Tonakarn-Nguyen	9 Plain Rd.	5/2023

# APPOINTED OFFICIALS AS OF JUNE 30, 2022

*Term expires*

## ACCESS TO TOWN MEETING COMMITTEE

*Appointed by Select Board*

*3-year term*

Eric Barber-Mingo	104 Dunstable Road	6/30/2023
Tom Barry	27 Stone Ridge Rd.	6/30/2023
Stefany Eck	292 Pine Hill Road	6/30/2023
Steve Edwards	3103 Princeton Way	6/30/2023
Kristina Greene	1 Chesapeake Dr.	6/30/2023
Linda Greene	11 Reinsway Cir.	6/30/2023
Dana Riegert	8 Castle Rd.	6/30/2023
Sally Rosenthal	5 Craig Cir.	6/30/2023
Diane Wood	122 Depot St.	6/30/2023
Valery Young	4 Marie Ann Dr.	6/30/2023

## AFFORDABLE HOUSING TRUST

*Appointed by Select Board*

*2-year term*

Joan Croteau	10 Boutwell Hill Rd.	6/30/2023
J. Scott Hazelton	76 Nutting Rd.	6/30/2023
Marianne Nelson	4 Main St.	6/30/2023
Andrea Peraner-Sweet	21 Kirsi Cir.	6/30/2024
Ragi Ramachandran	7 Apache Wy.	6/30/2023
Drew Vernalia	10 Groton Rd.	6/30/2023
Robert J. Waskiewicz	120 Groton Rd.	6/30/2024
Alden Wood	122 Depot St.	6/30/2023

## AGRICULTURAL COMMISSION

*Appointed by Select Board*

*3-year term*

Elizabeth Almeida	41 West St.	6/30/2023
Sharon Chew	12 Robinwood Cir.	6/30/2023
Noelle L. Donovan	11 Moore Rd.	6/30/2023
Mark O'Lalor	105 Concord Rd.	6/30/2023
Darren Teyssedou	14 Russells Wy.	6/30/2023
Jo Crawford (alt.)	20 Old Homestead Rd.	6/30/2023

## BOARD OF ASSESSORS

*Appointed by Town Manager*

*3-year term*

David J. Flanagan	98 Jimney Dr.	6/30/2023
Diane L. Holmes	13 Sandstone Rd.	6/30/2022
Titus Palmer	15 Vose Rd.	6/30/2024

## BOARD OF CEMETERY COMMISSIONERS

*Appointed by Town Manager*

*3-year term*

Lisa S. Groves	84 Main St.	6/30/2022
Jennifer Johnson	1 Court Rd.	6/30/2023
Mary D. Lyman	3 Tadmuck Ln.	6/30/2023
Terry M. Stader	2A Old Colony Dr.	6/30/2023

# APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

*Term expires*

## BOARD OF WATER COMMISSIONERS

*Appointed by Town Manager*

Chauncey Chu	1 Green Needles Rd.	3-year term 6/30/2023
Hugh C. Maguire	127 Cold Spring Rd.	6/30/2024
Titus A. Palmer	15 Vose Rd.	6/30/2023
Timothy Hall (alt.)	51 North Main St.	6/30/2022

## BYLAW REVIEW COMMITTEE

*Appointed by Select Board*

Jean Croteau	10 Boutwell Hill Rd.	3-year term 6/30/2023
Joan Croteau	10 Boutwell Hill Rd.	6/30/2022
Patricia L. Dubey	30 Pleasant St.	No expiration date Term expires

## CAPITAL PLANNING COMMITTEE

*Appointed by Town Manager*

Chris Barrett	13 Vose Hill Rd.	No expiration date
Chris Chew	23 Depot St.	No expiration date
Heather FitzPatrick	13 Shannon Cir.	No expiration date
Paul J. Hajjar	2 Park View Cir.	No expiration date
Mark Kost	7 Grassy Ln.	No expiration date
Patricia Leonhardt	23 Depot St.	No expiration date
Thomas J. Mahanna	4 Butterfield Ln.	No expiration date
Dan O'Donnell	55 Main St.	No expiration date
Jodi Ross	55 Main St.	No expiration date
Anita Tonakarn-Nguyen	9 Plain Rd.	No expiration date
Valery Young	4 Marie Ann Dr.	No expiration date
Kristina V. Greene (alt.)	1 Chesapeake Dr.	No expiration date

## CLEAN ENERGY AND SUSTAINABILITY COMMITTEE

*Appointed by Select Board*

Michael Berlinski	37 Crown Rd.	3-year term 6/30/2023
Joan Croteau	10 Boutwell Hill Rd.	6/30/2023
Gerald DiBello	6 Court Rd.	6/30/2022
Katharine Hinkle	10 Maple Rd.	6/30/2023
Erika Kohl	4 Frances Hill Rd.	6/30/2024
Beth Perkins	9 Patriot Ln.	6/30/2022
Matthew J. Riegert	8 Castle Rd.	6/30/2022
Nick R. Schott	18 Spruce Rd.	6/30/2023
Thomas Teller	9 Texas Rd.	6/30/2023
Susan L. Thomas	7 Old Homestead Rd.	6/30/2024
Mark Tincknell	9 Joyce Cir.	6/30/2023

## COMMISSION ON DISABILITY

*Appointed by Town Manager and Select Board*

Joyce Benoit	65 Tadmuck Rd.	3-year term 6/30/2023
Raymond Clark	47 Hildreth St.	6/30/2023
J. Scott Hazelton	76 Nutting Rd.	6/30/2023
Patricia Reppucci	15 Lucille Ave.	6/30/2024

## APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

### COMMUNICATIONS ADVISORY COMMITTEE

#### *Appointed by Select Board*

Robert S. Jefferies	11 Boston Rd.	<i>1-year term</i> 6/30/2023
Robert Rafferty	3 Bradford St.	6/30/2023
Thomas Spuhler	232 Concord Rd.	6/30/2023
		<i>2-year term</i>
Michael J. Wells	55 Main St.	6/30/2023

### COMMUNITY PRESERVATION COMMITTEE

#### *Appointed by Select Board*

Chris Barrett	13 Vose Hill Rd.	<i>3-year term</i> 6/30/2023
Marilyn Frank	6 Chamberlain Rd.	6/30/2025
Kathleen A. Healy	95 North Main St.	6/30/2024
Diane Holmes	13 Sandstone Rd.	6/30/2023
Robert S. Jefferies	11 Boston Rd.	6/30/2024
Christine M. MacMillan	12 Maple St.	6/30/2024
Dylan O'Connor	3 Lambert Way	6/30/2023
Robert D. Price	18 Stratton Hill	6/30/2025
Robert Stafford	22 Leland Rd.	6/30/2023

### CONSERVATION COMMISSION

#### *Appointed by Select Board*

Noelle L. Donovan	11 Moore Rd.	<i>3-year term</i> 6/30/2023
Eric Fahle	9 Long Sought For Pond	6/30/2023
Marilyn Frank	6 Chamberlain Rd.	6/30/2025
James Gozzo	6 Carolina Ln.	6/30/2023
Ann Jefferies	11 Boston Rd.	6/30/2024
Peter Mahler	25 Vine Brook Rd.	6/30/2022
Margaret Wheeler	171 Depot St.	6/30/2023

### CONSTABLE

#### *Appointed by Select Board*

Patricia L. Dubey	30 Pleasant St.	<i>3-year term</i> 6/30/2024
John R. Sullivan	55 Main St.	6/30/2024

### COUNCIL ON AGING

#### *Appointed by Town Manager*

Sandra Collins	3 Polly Rd.	<i>3-year term</i> 6/30/2022
Nancy Cook	25 North Main St.	6/30/2022
Helena Crocker	34 West St.	6/30/2022
Patricia A. Holmes	7 Church St.	6/30/2022
Robert Tierney	10 Tallard Rd.	6/30/2024
Barbara Upperman	7 Church St.	6/30/2022
Kathryn S. Wilson	55 Main St.	6/30/2022

## APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

### **CULTURAL COUNCIL**

*Appointed by Select Board*

*Term expires*

Claire A. France	6 Country Rd.	3-year term 6/30/2024
Apparao Karri	102 Russells Way	6/30/2023
Seema P. Pusalkar	2 Sweetwood Cir.	6/30/2025
Vidya Raman	11 Woodbury Dr.	6/30/2023
Dongchun Wang	10 Quarry Hill Rd.	6/30/2024

### **DIVERSITY, EQUITY AND EXCLUSION COMMITTEE**

*Appointed by Select Board & School Committee*

*3-year term*

Corrine Badenhoff	100 Hildreth Street	6/30/2023
Haining Bao	118 Carlisle Rd.	6/30/2023
Eric Barber-Mingo	104 Dunstable Rd.	6/30/2023
Lawrence Bentley	12 Brookside Rd.	6/30/2023
Nancy Cook	22 North Main St.	6/30/2023
Joe Diamond	7 Trailside Way	6/30/2023
Marisol Garcia	53 Pleasant St.	6/30/2023
Joaquin Gargoloff	13 Bradley Lane	6/30/2023
Scott Harkness	15 Castle Rd.	6/30/2023
Junwei Huang	64 Newport Dr.	6/30/2023
Mamatha Jagannathan	2 Morning Glory Cir.	6/30/2023
Jenny Kravitz	31 W. Prescott St.	6/30/2023
Omar Laurino	16 Durkee Ln.	6/30/2023
Yibing Li	4 Comanche Ter.	6/30/2023
Derek Lo	77 Forge Village Rd.	6/30/2023
Kun Luo	15 Misty Ln.	6/30/2023
Madonna McKenzie	28 Cold Spring Rd.	6/30/2023
Medha Palnati	27 Chicory Rd.	6/30/2023
Seema Pusalkar	2 Sweetwood Cir.	6/30/2023
Anjali Rajput	9 Timberlee Ln.	6/30/2023
Patricia Reppucci	15 Lucille Ave.	6/30/2023

### **DOG PARK TASK FORCE**

*Appointed by Select Board*

*2-year term*

Lauren E. Coffey	30 Monadnock Dr.	6/30/2024
Karen Hudson	5 Carlisle Rd.	6/30/2024
Chris M. Lengyel	16 Dana Dr.	6/30/2024
Cheryl McGrath	3 Jarvis Way	6/30/2022
Amy Verreault	27 Monadnock Dr.	6/30/2022

## APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

### **ECONOMIC DEVELOPMENT COMMITTEE**

*Term expires*

*Appointed by Select Board*

*3-year term*

Thomas P. Barry	27 Stone Ridge Rd.	6/30/2024
Joan E. Bennett	74 Parkhurst Dr.	6/30/2024
Ronald Caterino	45 Stone Ridge Rd.	6/30/2024
G. Thomas Clay	7 Ward Hill Rd.	6/30/2024
David Flanagan	98 Jimney Drive	6/30/2024
Alex Mancuso	53 Hildreth St.	6/30/2025
Jeff Morrisette	55 Main St.	6/30/2024
Bruce Rosenberg	123 Westview Dr.	6/30/2024
Cheryl Serpe	7 Pershing St.	6/30/2024

### **EMERGENCY MANAGEMENT**

*Appointed by Town Manager*

*1-year term*

Joe Targ	65 Boston Rd.	6/30/2023
Tim Whitcomb	55 Main St.	6/30/2023

### **FENCE VIEWER**

*Appointed by Select Board*

*1-year term*

Jim Gozzo	6 Carolina Ln.	6/30/2023
Albert Prescott	16 Lake Shore Dr. N.	6/30/2023

### **FINANCE COMMITTEE**

*Appointed by Moderator*

*3-year term*

Heather FitzPatrick	10 Kelly Rd.	6/30/2024
Dennis Galvin	90 Concord Rd.	6/30/2023
Kristina Greene	1 Chesapeake Dr.	6/30/2022
Jeffrey Hillam	6 Coolidge Ave.	6/30/2023
Thomas P. Laflamme	18 Polley Rd.	6/30/2024
Jacob Levy	6 Forge Village Rd.	6/30/2023
Beth O. Morrison	10 Kelly Rd.	6/30/2023
Ingrid Nilsson	6 Depot St.	6/30/2024
Hari Vetsa	4 Mamie La.	6/30/2022

*Term expires*

### **HEALTHY WESTFORD COMMITTEE**

*Appointed by Select Board*

*3-year term*

Rae Dick	55 Main St.	6/21/2025
Don Galya	11 Mark Vincent Dr.	6/30/2023
William H. Harman	7A Old Colony Dr.	6/30/2023
Alexander D. Hilton	1012 Bay Dr.	6/30/2023
Sean P. Kelly	7 Chestnut Rd.	6/30/2025
Nadia Mounsif	55 Main St.	6/30/2022
Katherine M. Russell	3 Maura Cir.	6/30/2024



# APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

*Term expires*

## **HISTORICAL COMMISSION**

*Appointed by Select Board*

*3-year term*

Brian G. Alcorn	18 Boston Rd.	6/30/2023
Brenda Grant	10 Wilson Ln.	6/30/2022
David Gutbrod	74 Depot St.	6/30/2025
David Meichsner	21 Shawnee Pl.	6/30/2023
Robert E. Stafford	22 Leland Rd.	6/30/2023
Bruce Doran (alt.)	4 Leland Rd.	6/30/2023

## **INSURANCE ADVISORY COMMITTEE**

*Voted by unions*

Keri Evison	CWA Chief Union Steward	No expiration date
Marilyn Frank	Retiree Representative	No expiration date
Rick Harbaum	AFSCME/School Custodians	No expiration date
Kristine Jussaume	WEA/Unit A – Teachers	No expiration date
Nate LeDuc	WPWA/Highway	No expiration date
Chris Richard	WSOA – Police – Superiors	No expiration date
Ellen Rainville	Non-Union Representative	No expiration date
Tim Whitcomb	OPEIU	No expiration date

## **LOWELL REGIONAL TRANSIT AUTHORITY**

*Appointed by Select Board*

Russell J. Badessa	30 Southgate Rd.	No expiration date
Terence J. Ryan	6 Carriage Way	6/30/2025
Bernadette A. Dureault (alt.)	81 N. Main St.	No expiration date

## **MONUMENTS AND MEMORIALS COMMITTEE**

*Appointed by Select Board*

*1-year term*

David Christiana	65 Boston Rd.	6/30/2023
Nancy Cook	22 North Main St.	6/30/2023
Marilyn Day	51 Graniteville Rd.	6/30/2023
Linda Greene	11 Reinsway Cir	6/30/2023
Paul F. Murray Sr.	12 Wilshire Ave.	6/30/2023
Steven Rogers	44 Shirley St., Ayer	6/30/2023

## **NASHOBA VALLEY TECHNICAL HIGH SCHOOL DISTRICT**

*Appointed by Moderator, School Committee, and Select Board*

*3-year term*

Ronald E. Deschenes	86 Tadmuck Rd.	3/31/2023
Alicia Mallon (alt.)	104 Plain Rd.	3/31/2025

## **NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS**

*Appointed by Select Board and Planning Board*

*3-year term*

Anita Tonakarn-Nguyen	9 Plain Rd.	6/30/2023
Darrin Wizst	1 Noonan Way	6/30/2025
Jim Silva (alt.)	98 Chamberlain Rd.	6/30/2022

# APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

*Term expires*

## **PARKERVILLE SCHOOLHOUSE COMMITTEE**

*Appointed by Town Manager*

*3-year term*

Heide Hatke	47R Carlisle Rd.	6/30/2023
June W. Kennedy	31 Old Carlisle Rd.	6/30/2024
Jo-Anne Lund	43 Hildreth St.	6/30/2023
Florence Michaelides	Non-resident	6/30/2023
Joseph Morano	233 Concord Rd.	6/30/2025
John Wilder	61 Carlisle Rd.	6/30/2024

## **PARKS AND RECREATION COMMISSION**

*Appointed by Town Manager*

*3-year term*

Chris Barrett	13 Vose Hill Rd.	6/30/2022
Kathleen M. Burns	2 LaSalette Rd.	6/30/2024
Lauren E. Coffey	30 Monadnock Dr.	6/30/2024
Michael Furman	26 Palermo St.	6/30/2022
Elizabeth Garber	156 Plain Rd.	6/30/2024
Michael S. Sawyer	6 Holly Ln.	6/30/2023
Lauren Forbes (alt.)	91 Carlisle Rd.	6/30/2024

## **PEDESTRIAN SAFETY COMMITTEE**

*Appointed by Select Board*

*3-year term*

Chris Barrett	13 Vose Hill Rd.	6/30/2023
Don Galya	11 Mark Vincent Dr.	6/30/2023
J. Scott Hazelton	79 Nutting Rd.	6/30/2025
Thomas Mills Hinkle	10 Maple Rd.	6/30/2022
Kate Hollister	25 Vine Brook Rd.	6/30/2024
Karen Hudson	35 Carlisle Rd.	6/30/2022
Mingquan Zheng	3 Joyce Cir.	6/30/2024

## **PERMANENT TOWN BUILDING COMMITTEE**

*Appointed by Select Board*

*3-year term*

Nancy Cook	22 North Main St.	6/30/2025
Thomas J. Mahanna	4 Butterfield Ln.	6/30/2023
Jeanne K. Roberts	1 Hildreth St.	6/30/2023
J. Scott Hazelton	76 Nutting Rd.	6/30/2023
Chris Karpinsky	116 Carlisle Rd.	6/30/2023
James Zegowitz	178 Carlisle Rd.	6/30/2023

## **PERSONNEL ADVISORY COMMITTEE**

*Appointed by Select Board*

*3-year term*

Joan E. Bennett	74 Parkhurst Dr.	6/30/2024
Judith Ramirez	55 Main Street	6/30/2024
Denise Vuilleumier	1210 Princeton Way	6/30/2024

# APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

*Term expires*

## RECYCLING COMMISSION

*Appointed by Town Manager*

*3-year term*

Kris Erickson	41 Keyes Rd.	6/30/2022
Corey Groves	2 Blueberry Ln.	6/30/2023
George H. Haines	2 Canter Cir.	6/30/2023
Elizabeth P. Sawyer	6 Holly Ln.	6/30/2021
Nick Schott	18 Spruce Rd.	6/30/2024
Charles Stark	14 Christopher Rd.	6/30/2022
Kenneth Teal	3 Beaver Dam Dr.	6/30/2024

## REGISTRARS OF VOTERS

*Appointed by Select Board*

*3-year term*

Patricia Dubey	55 Main St.	No expiration date
Dina Donahue	5 Country Rd.	6/30/2023
Alisa Nakashian-Holsberg	6 Betty Ln.	6/30/2024
John H. Ricketson	2 Randolph Cir.	6/30/2023

## SCHOLARSHIP AND GRANT COMMITTEE

*Appointed by Select Board*

*3-year term*

Kristi Bates	23 Pierce Ave.	6/30/2024
Andrea Mejia	23 Depot St.	6/30/2022
Michelle Smith	4 Polley Rd.	6/30/2023

## SENIOR LOW-INCOME DISABLED TAX RELIEF COMMITTEE

*Appointed by Select Board*

Annette Cerullo	15 North Hill Rd.	No expiration date
Christine Collins	55 Main St.	No expiration date
Donald W. Costley	3 Phillips Dr.	No expiration date
Paul Fassbender	14 Texas Rd.	No expiration date
Heather FitzPatrick	13 Shannon Cir.	No expiration date
Henry A. McDowell	109 Cold Spring Rd.	No expiration date
Dan O'Donnell	55 Main St.	No expiration date
Thomas Spuhler	232 Concord Rd.	No expiration date

## TAX POSSESSION SALES COMMITTEE

Donald Costley	3 Phillips Dr.	6/30/2022
David R. Earl	8B Old Colony Dr.	6/30/2024
William Harman	7A Old Colony Dr.	6/30/2022
Apparao Karri	102 Russells Way	6/30/2022
Rose O'Donnell	8 Sassafras Rd.	6/30/2022

# APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

*Term expires*

## **TAX RELIEF FOR THE ELDERLY AND DISABLED (TREAD) COMMITTEE**

*Appointed by Town Manager*

*3-year term*

Christine Collins	55 Main St.	6/30/2024
Sandy Collins	39 Polley Rd.	6/30/2024
Nancy J. Cook	25 North Main St.	6/30/2024
Diane Holmes	13 Sandstone Rd.	6/30/2024
Patricia C. Reppucci	15 Lucille Ave.	6/30/2022

## **35 TOWN FARM ROAD TASK FORCE**

*Appointed by Select Board*

Dan Britko	65 Boston Rd.	No expiration date
Lynn L. Cohen	16 Fletcher Rd.	No expiration date
Nancy J. Cook	25 North Main St.	No expiration date
Marilyn Day	51 Graniteville Rd.	No expiration date
David G. Gutbrod	74 Depot St.	No expiration date
Ellen S. Harde	39 Main St.	No expiration date
J. Scott Hazelton	76 Nutting Rd.	No expiration date
Diane Hendriks	11 Crown Rd.	No expiration date
Pat Louch	1 Pleasant St.	No expiration date
George E. Murray	14 Heywood Rd.	No expiration date
Robert J. Waskiewicz	120 Groton Rd.	No expiration date

## **TOWN AND SCHOOL SAFETY TASK FORCE**

*Appointed by Select Board*

*2-year term*

Chris Chew	23 Depot St.	6/30/2022
G. Thomas Clay	7 Ward Hill Rd.	6/30/2023
Kristina V. Greene	1 Chesapeake Dr.	6/30/2022
Susan M. Hanly	26 Kirs Circle	6/30/2024
J. Scott Hazelton	76 Nutting Rd.	6/30/2023
Denise Pigeon	100 Littleton Rd.	6/30/2023
Jodi Ross	55 Main St.	6/30/2023
Chris Sanders	4 Koala Bear Ln.	6/30/2022
Joe Targ	65 Boston Rd.	6/30/2022
Valerie Young	4 Marie Anne Dr.	6/30/2022

*3-year term*

Omogbemile Augustina Garrett	9 Myrtle Ave	6/30/2023
Emily Z. Gilstrap	17 Oak Rd.	6/30/2023
Jeffrey Hillam	6 Coolidge Ave.	6/30/2023
Carolyn Jerzylo	4 Fernwood Dr.	6/30/2023
Omar Laurino	16 Durkee Ln.	6/30/2023
Albert Prescott	16 Lake Shore Dr. N.	6/30/2023

## **TOWN FOREST COMMITTEE**

*Appointed by Town Manager*

*3- year term*

Jim Gozzo	6 Carolina Ln.	6/30/2022
Hugh C. Maguire	127 Cold Spring Rd.	6/30/2022

APPOINTED OFFICIALS AS OF JUNE 30, 2022 – CONTINUED

ZONING BOARD OF APPEALS		Term expires
<i>Appointed by Select Board</i>		<i>5-year term</i>
Jay Enis	13 Pine Tree Trail	6/30/2023
Scott D. Fitzgerald	49R Carlisle Rd.	6/30/2026
James Kazeniac	4 Robinson Rd.	6/30/2027
Paul MacMillan	12 Maple St.	6/30/2026
Scott MacKay	7 Crown Rd.	6/30/2026
Dan Britko (alt.)	88 Cold Spring Rd.	6/30/2026
David R. Earl (alt.)	8B Old Colony Dr.	6/30/2025

# ANNUAL TOWN ELECTION – MAY 3, 2022

Precinct	1	2	3	4	5	6	7	TOTAL
<b>Select Board (3-Year Term)-Vote for 2</b>								
Blanks	149	113	179	207	133	152	141	1074
John Scott HAZELTON	166	229	266	292	256	221	292	1722
Andrea PERANER-SWEET	155	225	266	292	251	214	279	1682
Write Ins	8	5	15	9	4	5	8	54
TOTALS	478	572	726	800	644	592	720	4532
<b>Board of Health (3-Year Term)-Vote for 2</b>								
Blanks	3	80	119	127	82	79	136	715
Stephanie D GRANGER	128	178	193	222	197	158	211	1287
Susan M HANLY	130	192	233	262	224	197	229	1467
Melissa MACKEY	126	119	177	186	140	155	143	1046
Write Ins	2	3	4	3	1	3	1	17
TOTALS	478	572	726	800	644	592	720	4532
<b>Housing Authority (5-Year Term)-Vote for 1</b>								
Blanks	73	58	90	94	65	77	81	538
Diane Lorraine HOLMES	166	227	270	303	257	217	278	1718
Write Ins	0	1	3	3	0	2	1	10
TOTALS	239	286	363	400	322	296	360	2266
<b>Housing Authority (2-Year Term)-Vote for 1</b>								
Blanks	78	69	99	110	75	86	95	612
Barbara Ellen UPPERMAN	161	216	261	288	247	208	263	1644
Write Ins	0	1	3	2	0	2	2	10
TOTALS	239	286	363	400	322	296	360	2266
<b>Library Trustees (3-Year Term)-Vote for 2</b>								
Blanks	138	125	173	192	133	149	157	1067
Elizabeth S DIERCKS	171	226	275	299	256	216	280	1723
Glen M SECOR	169	219	276	306	255	225	281	1731
Write Ins	0	2	2	3	0	2	2	11
TOTALS	478	572	726	800	644	592	720	4532

# ANNUAL TOWN ELECTION – MAY 3, 2022 – CONTINUED

Precinct	1	2	3	4	5	6	7	TOTAL
<b><i>Planning Board (5-Year Term)-Vote for 1</i></b>								
Blanks	76	59	100	103	76	82	85	581
Dylan H O’CONNOR	163	225	259	293	245	213	274	1672
Write Ins	0	2	4	4	1	1	1	13
TOTALS	239	286	363	400	322	296	360	2266
<b><i>School Committee (3-Year Term)-Vote for 2</i></b>								
Blanks	49	51	76	94	52	40	73	435
Sean P KELLY	94	124	156	168	134	134	136	946
Marisol GARCIA	122	173	194	236	196	135	234	1290
Betsy KWON	100	85	130	134	97	126	96	768
Derek R LO	79	116	134	124	127	106	148	834
Meghan F O’CONNELL	31	21	33	44	38	48	33	248
Write-Ins	3	2	3	0	0	3	0	11
TOTALS	478	572	726	800	644	592	720	4532
Total Registered Voters	2,338	2,429	2,691	2,346	2,460	2,752	2,810	17,826
Total Voters	239	286	363	400	322	296	360	2266
Total Voter Turnout	10.2%	11.8%	13.5%	17.1%	13.1%	10.8%	12.8%	12.7%

Incumbents are in uppercase.

**SPECIAL TOWN MEETING MINUTES**  
**– OCTOBER 16, 2021**

A legal meeting of the inhabitants of the Town of Westford, qualified to vote in Town affairs, was called by the selectmen, held at the Westford Academy Trustees Field on Saturday, October 16, 2021, commenced at 1:00 pm and the following business was transacted:

Election officers, using voting lists, acted as tellers at the gates.

Town Moderator Angela Harkness called the meeting to order at 1:09 pm with 200 voters present at the meeting. Due to the ongoing coronavirus pandemic, seats were spaced more than 6 feet apart with some side-by-side seating for couples or residents who reside in the same household. A total of 225 voters attended Town Meeting throughout the day.

It was voted unanimously to allow department heads, staff, and Town Counsel, who are non-voters, to address the meeting and sit with their respective boards and committees.

It was voted unanimously to accept the wording and waive the reading of the motions printed on the mint green colored document entitled 2021 Special Town Meeting Motions and dated October 16, 2021.

The Moderator recognized resident Ronald Johnson. He read a prepared statement acknowledging the contributions to the town by Richard and Alan Emmet. Their conservation efforts were instrumental in making Westford the place we call home.

**ARTICLE 1: Fiscal Year 2022 Budget Adjustments** *Town Manager*

It was voted and passed by a unanimous vote that the Town appropriate from Free Cash the sum of \$165,230 (ONE HUNDRED SIXTY-FIVE THOUSAND TWO HUNDRED THIRTY DOLLARS) in order to supplement the following Fiscal Year 2022 Operating Budgets:

145 Treasurer/Collector Personal Services	\$15,000
220 Fire Department Personal Services	\$150,230

*And further*

That the Town appropriate from Ambulance Enterprise retained earnings the sum of \$24,889 (TWENTY-FOUR THOUSAND EIGHT HUNDRED EIGHTY-NINE DOLLARS) in order to supplement the following Fiscal Year 2022 Operating Budget:

640 Ambulance Enterprise Personal Services	\$24,889
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**ARTICLE 2: Approve Fiscal Year 2022 Capital Appropriations** *Capital Planning Committee*

It was voted and passed by a majority vote that the Town appropriate from Free Cash the sum of \$290,000 (TWO HUNDRED NINETY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:



# SPECIAL TOWN MEETING MINUTES – OCTOBER 16, 2021 – CONTINUED

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Public Buildings	\$100,000	Cameron Senior Center HVAC system design, including costs incidental and related thereto
Fire Department	\$100,000	Rogers Fire Station Roof Replacement, including costs incidental and related thereto
School Department	\$90,000	Schematic Design and other costs related to the Blanchard Middle School Roof Replacement, including costs incidental and related thereto

*And further,*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$25,000 (TWENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto;

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$25,000	Depot Street Well Design, including costs incidental and related thereto

## **Second Motion:**

It was voted and passed by a unanimous vote that the Town appropriate from Free Cash the sum of \$470,000 (FOUR HUNDRED SEVENTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

## **ARTICLE 3: Amend the General Bylaws to Establish a Revolving Fund for the Electric Vehicle Charging Stations**

*Town Manager*

It was voted and passed by a majority vote that the Town amend Chapter 138 of the Westford General Bylaws, “Revolving Funds”, to create a new Electric Vehicle Charging Station Revolving Fund, pursuant to the provisions of [General Laws c.44, §53E½](#), as shown below:

### **Ch. 138 Revolving Funds**

138.1 There are hereby established in the Town of Westford pursuant to the provisions of [General Laws. c.44, §53E½](#), the following Revolving Funds:

<b>Revolving Fund</b>	<b>Spending Authority</b>	<b>Revenue Source</b>	<b>Allowed Expenses</b>
Electric Vehicle Charging Station	Town Manager’s Office	Fees from the Electric Vehicle Charging Stations	Costs associated with operating the Electric Vehicle Charging Stations

Expenditures from each revolving fund shall be subject to the annual limitation established by Town Meeting, and to any additional limitations as otherwise set forth in [General Laws Chapter 44, §53E½](#).

## **ARTICLE 4: Establish FY22 Spending Limits for Electric Vehicle Charging Station and Recycling Revolving Funds**

*Town Manager*

It was voted and passed by a majority vote that the Town, pursuant to [Massachusetts General Laws, Chapter 44, Section 53E½](#), establish limitations on expenditures from the

**SPECIAL TOWN MEETING MINUTES –  
OCTOBER 16, 2021 – CONTINUED**

Recycling and Electric Vehicle Charging Station revolving funds established by Chapter 138 of the General Bylaws, for Fiscal Year 2022, as shown below:

REVOLVING ACCOUNT	EXPENDITURE LIMIT
Recycling Revolving	\$40,000
Electric Vehicle Charging Station Revolving	\$10,000

**ARTICLE 5: Establish a Health Insurance Trust Fund and Transfer the Balance in the Health Insurance Stabilization Fund to the Health Insurance Trust Fund**  
*Town Manager*

It was voted and passed by a majority vote that the Town, pursuant to [Massachusetts General Laws Chapter 32B, Section 3A](#), establish a health insurance claims trust fund into which the Town will deposit money, including but not limited to, money from employee and employer contributions for group health insurance, and from which employee and retiree health insurance claims will be paid, and further to authorize the Select Board to enter into contracts and execute documents necessary to effectuate the purposes of this vote and to do anything incidental and related thereto.

**Second Motion:**

It was voted and passed by the required 2/3 majority vote that the Town transfer the current balance in the health insurance stabilization fund of \$733,145.69 (SEVEN HUNDRED THIRTY-THREE THOUSAND ONE HUNDRED FORTY FIVE DOLLARS AND SIXTY NINE CENTS) and any additional accrued investment earnings in FY22 to the Health Insurance Trust Fund.

**ARTICLE 6: Approve Funding for an Energy Savings Performance Audit**  
*Town Manager*

It was voted and passed by a majority vote that the Town appropriate from Free Cash the sum of \$75,000 (SEVENTY FIVE THOUSAND DOLLARS) for the purpose of retaining the services of a qualified professional to conduct an Investment Grade Energy Audit (IGA) to identify economically feasible energy and water conservation measures, including but not limited to improving thermal efficiency, conserving energy and water, and reducing waste water in Town buildings and facilities, in accordance with 225 CMR 19.04 and any other applicable law; and to authorize the Select Board to enter into contracts and execute documents necessary to effectuate the purposes of this vote and to do anything incidental and related thereto.

**ARTICLE 7: Authorize Byrne Place Extension Improvements/Betterments**  
*Select Board*

It was voted and passed by a unanimous vote that the Town appropriate from Free Cash the amount of \$39,000 (THIRTY NINE THOUSAND DOLLARS) for the purpose of paving Byrne Drive Extension, performing drainage work and preparing street acceptance plans, and for any work beyond paving and drainage that is incidental or related thereto; the cost thereof to be assessed proportionately against those persons who shall receive a benefit or advantage thereof, using such assessment method as the Select Board shall

# **SPECIAL TOWN MEETING MINUTES — OCTOBER 16, 2021 —**

CONTINUED

determine, any such assessments to bear interest at a rate not to exceed two per cent above the rate of interest chargeable to the Town.

## **ARTICLE 8: Reduce Amount Raised by Taxes in Fiscal Year 2022** *Select Board*

It was voted and passed by unanimous vote that the Town dismiss Article 8.

### **GENERAL BYLAW AMENDMENTS**

## **ARTICLE 9: Restrict Motorboats on Keyes Pond** *Select Board*

On a motion made by the petitioner Bruce Bunker of Keyes Road he asked that the word “solely” be stricken from §125.2 Prohibition paragraph of the original motion. The motion to strike the word “solely” was seconded and passed unanimously. On a motion made by resident Jim Gozzo, Carolina Lane, he asked that the words “designed and” be stricken from the same section. The motion was seconded, discussed, and passed by a majority vote.

It was voted and passed by a counted vote of 110 in favor, 83 opposed, that the Town amend the General Bylaws by adding a new Chapter 125 as follows:

### **Chapter 125: Motor Boating on Keyes Pond**

#### **§125.1. Authority and Purpose.**

This bylaw is adopted under the authority of G.L. c. 131, §45 for the purpose of protecting human health and the environment by ensuring the quiet enjoyment of Keyes Pond by the residents of the Town of Westford and further by protecting the water quality of Keyes Pond.

#### **§125.2 Prohibition.**

It shall be unlawful for any person to introduce, operate, or permit and suffer to be operated on Keyes Pond a motorboat powered by an internal combustion engine. For purposes of this section, the use of any craft utilized for the control or removal of aquatic plants or use of any craft in an emergency to protect life and/or property are specifically excepted.

#### **§125.3 Penalty.**

Any violation of this Chapter may be enforced through the non-criminal disposition procedures contained in Chapter 1 of the General Bylaws.

With no further business to conduct the Special Town Meeting was adjourned at 2:06 pm.

A True Copy Attest

Patricia L. Dubey

Town Clerk

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

A legal meeting of the inhabitants of the Town of Westford, qualified to vote in Town affairs, was called by the Select Board held at the Westford Academy Trustees Field on Saturday, June 11, 2022, commenced at 9:00 am and the following business was transacted:

Election officers, using voting lists, acted as tellers at the gates.

Town Moderator Angela Harkness called the 293<sup>rd</sup> Annual Town Meeting to order at 9:06 am. Due to ongoing coronavirus pandemic concerns, and in an abundance of caution, seats were spaced more than 6 feet apart with side-by-side seating for couples or residents who reside in the same household.

It was voted unanimously to allow department heads, staff, and Town Counsel, who are non-voters, to address the meeting and sit with their respective boards and committees.

It was voted unanimously to waive the reading of the motions and accept those printed on the gold-colored document entitled 2022 Annual Town Meeting Motions and dated May 25, 2022.

Town Manager Jodi Ross welcomed those in attendance and introduced new Wellness Coordinator Nicole Laviolette and congratulated current employees on their promotions; Rae Dick as the Health Director, Michele Collett as the Recreation Director, Mark Warren as the Water Department Superintendent and Jeff Goodwin as the Facilities Director.

## **ARTICLE 1: Authorize the Use of Electronic Vote Tabulators at Town Meeting**

After a presentation by the Town Moderator and discussion, under a motion duly made and seconded, it was voted by the majority that the Town approve the tabulation of votes at Town Meeting using electronic voting devices.

At Special Town Meeting, on October 17, 2020, a Climate Action Resolution, sponsored by Westford Climate Action, was passed by an almost unanimous vote. The resolution was “to resolve that, in response to the escalating climate crisis, Westford commits to take actions to promote clean energy and reduce fossil fuel use, including promoting energy efficient upgrades in all town facilities and in private homes and businesses and purchasing the highest percentage of clean, renewable energy in town contracts as feasible.”

The resolution also resolved that the “The Select Board will charge a task force with studying and making recommendations for specific strategies for Westford to achieve the Commonwealth of Massachusetts’ limit of net-zero greenhouse gas emissions by 2050 with intermediate goals. The committee will provide a plan to the Select Board within 9 months of receiving its charge and it will report the town’s progress towards those goals annually at Town Meeting.”

Chairman of the Clean Energy and Sustainability Committee Mike Berlinski was introduced and made the following report to Town Meeting.

### Westford CEASC Town Meeting Address 2022

*The committee was established by the Select Board last year and charged with guiding the town towards its goal of Net Zero Greenhouse Gas emissions by 2050, following a resolution at Town Meeting in October 2020. As part of that resolution, annual reports were required. I am here to provide our report.*

*One of the first things we did was to form a Net Zero Roadmap Subcommittee to focus on this work. It created the first Westford Net Zero Roadmap in November 2021, which is*

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

*available on our Committee website. The Roadmap includes guidance for Westford's government, residents, and businesses, to achieve Net Zero by 2050. This initial version of the Roadmap will be updated occasionally.*

*The Roadmap includes an initial Greenhouse Gas Emissions Inventory for the Town. That shows buildings are responsible for a majority of greenhouse gas emissions, about 60%. Energy efficiency and electrification are important strategies there. Transportation is the second main source of emissions, making up about 40%. Electrification is important there too.*

*So, what has been done in Town, and what how can we continue to work together to achieve Net Zero?*

*For buildings, our Town government has done a great job of getting state grants for energy efficiency improvements in government and school buildings. Also, various groups are exploring net zero options for new building projects, like Town Center Building / 51 Main Street. And Town staff have recently been working on improvements for the Cameron Senior Center and a comprehensive municipal building energy audit, both of which are on the agenda today.*

*But municipal buildings only make up a small share of the Town's total greenhouse gas emissions. So, it is important for residents and businesses to consider their energy choices. For electricity, the Westford Power Options Program, or POP, offers residents and businesses options to increase renewable energy use above the state minimum. Some great news is that the state continues to make available FREE energy efficiency audits for homes and businesses, and the state has **increased** funding for some improvements including electric heat pumps for heating and cooling. Part of our Committee's work is to encourage folks to consider improvements like an electric heat pump when replacing a furnace and to help get the word out on the available options and incentives.*

*For transportation, last year our Town government received grants and installed electric vehicle charging stations at Town Hall, Abbot School, and Westford Academy, and has been exploring purchasing hybrid and electric vehicles for its fleet. We encourage folks to consider an electric vehicle when they are looking at purchasing a car.*

*Another important area is protecting natural resources, which can help sequester greenhouse gases. We encourage everyone to fill out the Town's tree and invasive species survey from the Land Use Management Department, open now and available on the Town website.*

*To help get the word out, we have been presenting our Roadmap to other municipal and community groups in Town, and we held a public forum on April 27. A recording is available on our Committee website. We are asking for feedback on the Roadmap. Please, read it, or check out the presentation, and share your thoughts. If you have a group that would be interested in receiving a presentation on our Roadmap, please let us know.*

*Another thing you can do, is to get involved. By that I mean attend Town Meeting – Check! – follow the discussions at the Select Board and other committees including ours. We have been meeting virtually twice a month on Monday evenings.*

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

*The implementation of our recommendations to get to Net Zero must involve understanding and buy-in from you. We look forward to hearing from you and working with you as we create this path to a Net-Zero future for Westford.*

Articles 2, 3, 12 and 19 were placed on the Consent Agenda to be voted on together in one vote. The Consent Agenda items were passed unanimously as follows:

## **ARTICLE 2: Accept Town Reports**

*Town Manager*

It was voted and passed unanimously that the Town accept the Reports of Town Officers, Boards and Committees for the Fiscal Year 2021.

## **ARTICLE 3: Approve Fiscal Year 2022 Budget Supplemental Appropriations**

*Town Manager*

It was voted and passed unanimously that the Town appropriate from Free Cash the sum of \$234,223 (TWO HUNDRED THIRTY-FOUR THOUSAND TWO HUNDRED TWENTY-THREE DOLLARS) in order to supplement the following operating budgets in Fiscal Year 2022:

423 Snow & Ice	\$234,223
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## **ARTICLE 12: Appropriate Chapter 90 Local Transportation Funds for Roadway Maintenance**

*Town Manager*

It was voted and passed unanimously that the Town appropriate the proceeds due to the Town under the provisions of [MGL c. 90](#).

## **ARTICLE 19: Authorize the Conservation Commission to Lease Hill Orchards**

*Conservation Commission*

It was voted and passed unanimously that the Town authorize the Conservation Commission to lease or license all or portions of Hill Orchard properties (identified as Assessor Map 033 Parcel 0007 Lot 0003 and Assessor Map 033 Parcel 0012 Lot 0000) or rent the facilities thereon for periods of up to five (5) years and to authorize the Select Board and/or the Conservation Commission to file special legislation with the General Court, pursuant to Article 97, authorizing the Conservation Commission to lease or license all or portions of Hill Orchard properties or rent the facilities thereon for periods of up to five (5) years.

## **ARTICLE 4: Appropriate for Perchlorate Expenses**

*Town Manager*

It was voted and passed unanimously that the Town appropriate from Free Cash the sum of \$45,000 (FORTY-FIVE THOUSAND DOLLARS) for the purpose of providing funds to address associated issues regarding perchlorate contamination.

## **ARTICLE 5: Approve Capital Appropriations**

*Capital Planning Committee*

### **First Motion:**

It was voted and passed by the majority that the Town appropriate from Free Cash the sum of \$1,492,796 (ONE MILLION FOUR HUNDRED NINETY-TWO THOUSAND SEVEN HUNDRED NINETY-SIX DOLLARS) to provide for the following capital requests, including costs incidental and related thereto:

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Technology	\$46,000	Town computer replacements
Technology	\$106,796	School computer replacements
Technology	\$193,000	Network upgrades
Technology	\$102,000	Server & storage replacements
Schools	\$250,000	Central office feasibility and redistricting study
Schools	\$90,000	Replacement refrigerator and freezer at the Rita E. Miller School
Schools	\$56,000	Mail courier vehicle, purchase and equip
Schools	\$49,000	Replacement truck with plow, purchase and equip
Engineering	\$100,000	Boston Road appraisals
Engineering	\$45,000	Design: West Street at East Prescott Street pedestrian safety improvements
Engineering	\$40,000	Design and construction: Carlisle Road at Jack Walsh Recreation Area pedestrian safety improvements
Engineering	\$70,000	Design: Plain Road Phase II pedestrian safety improvements
Highway	\$65,000	One-ton dump truck with plow, purchase and equip
Wastewater	\$270,000	Lloyd G. Blanchard Middle School wastewater treatment plant rehabilitation
Library	\$10,000	Cost estimating for the J.V. Fletcher Library renovation and expansion project

*And further*

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$425,000 (FOUR HUNDRED TWENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Water Enterprise	\$275,000	Depot Street well replacement
Water Enterprise	\$150,000	Forge Village water treatment plant dehumidifier replacement

*And further*

That the Town appropriate and transfer from Free Cash the sum of \$49,000 (FORTY-NINE THOUSAND DOLLARS) and from Ambulance Enterprise Retained Earnings the sum of \$24,000 (TWENTY-FOUR THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<b>DEPARTMENT</b>	<b>AMOUNT</b>	<b>PURPOSE</b>
Ambulance Enterprise	\$73,000	Two rescue boats, purchase and equip

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

## **Second Motion:**

It was voted electronically and passed with the required 2/3 majority of 201-yes and 43-no votes that the Town appropriate the sum of \$1,040,000 (ONE MILLION FORTY THOUSAND DOLLARS) to upgrade the public safety radio system to fully digital, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

## **Third Motion:**

It was voted electronically and passed with the required 2/3 majority of 211-yes and 29-no votes that the Town appropriate the sum of \$670,000 (SIX HUNDRED SEVENTY THOUSAND DOLLARS) for the construction of the Plain Road Phase 1 pedestrian safety improvements, including costs incidental and related thereto, and to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

## **Fourth Motion:**

It was voted electronically and passed with the required 2/3 majority of 214-yes and 21-no votes that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for the design for the replacement of the 185 North Main Street culvert, the 40 Forge Village Road culvert, and the Cold Spring Road culvert near Old Homestead Road, including costs incidental and related thereto, and to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor. Said borrowing will be paid for from the Stormwater Enterprise fund. While said borrowing will be issued as a general obligation of the Town payable from any and all revenue sources, it is the Town's intent that the debt service for this borrowing be paid for in the first instance from the Stormwater Enterprise fund.

## **Fifth Motion:**

It was voted and passed by the majority that the Town appropriate from Free Cash the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

## **ARTICLE 6: Appropriate Funding for the Cameron Senior Center HVAC Project and Enter into an Energy Management Services Agreement**

*Town Manager*

## **First Motion:**

It was voted electronically and passed with the required 2/3 majority of 188-yes and 53-no votes that the Town appropriate the sum of \$1,100,000 (ONE MILLION ONE HUNDRED THOUSAND DOLLARS) for HVAC energy conservation and related building improvements at the Cameron Senior Center, including all costs associated with designing the project, developing bid specifications, procurement, building renovation and installation and all other costs incidental and related thereto, and that to meet this



# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Second Motion:**

It was voted and passed by the majority that the Town authorize the Town Manager to enter into an Energy Management Services Agreement with Ameresco, Inc., and/or any other qualified and certified entity, in accordance with [MGL c. 25A](#), for a term of up to twenty (20) years for the purpose of making said energy conservation and energy related improvements and guaranteeing the projected financial savings from those improvements, upon such terms and conditions as the Select Board may determine.

**ARTICLE 7: Appropriate Funding for the Construction of a New Fire Training Facility and Establish a Stabilization Fund for the Possible Future Relocation of the Training Tower**  
*Select Board*

It was voted electronically and passed with the required 2/3 majority of 189-yes and 32-no voted that the Town transfer from the capital stabilization fund the sum of \$505,000 (FIVE HUNDRED AND FIVE THOUSAND DOLLARS) for the purpose of designing, constructing, furnishing and equipping a new fire training facility located at 60 Forge Village Road; and to vote, in accordance with [MGL c. 40, Section 5B](#), to establish a special purpose stabilization fund to be known as the “Fire Training Facility Stabilization Fund” for the purpose of funding the possible future relocation of said fire training facility should it no longer be needed on said property or if the training facility is deemed to interfere with the use of the land for water supply purposes and to transfer from the capital stabilization fund the sum of \$75,000 (SEVENTY FIVE THOUSAND DOLARS) to fund said special purpose stabilization fund.

**ARTICLE 8: Approve Community Preservation Committee Recommendations**  
*Community Preservation Committee*

It was voted and passed by the majority that the Town approve the recommendations of the Westford Community Preservation Committee in accordance with [MGL c. 44B](#), and appropriate from Community Preservation Funds the sum of \$1,150,386 (ONE MILLION ONE HUNDRED FIFTY THOUSAND THREE HUNDRED EIGHTY SIX DOLLARS) for the purposes set forth below; and further to authorize the Select Board to enter into grant agreements with any private entities receiving funding pursuant to this vote, and further to authorize the Select Board to acquire appropriate deed restrictions as may be required or appropriate pursuant to the Community Preservation Act:

\$332,874	From Undesignated Fund Balance to the Affordable Housing Trust Fund. This allocation more than funds the required 10% for Community Housing	Affordable Housing Trust
\$190,000	From Undesignated Fund Balance for the Conservation Trust Fund for future open space land purchases and any other related costs	Westford Conservation Commission

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

\$5,940	From Undesignated Fund Balance for the installation of bike racks at various Town facilities and any other related costs	Healthy Westford Committee
\$176,450	From Undesignated Fund Balance for the Healthy Lakes and Ponds Treatment and Water Quality Improvement Program and any other related costs	Westford Healthy Lakes and Ponds Collaborative
\$41,415	From Undesignated Fund Balance for the Jack Walsh Tennis and Basketball Court Improvement Design and any other related costs	Westford Parks and Recreation Commission
\$75,000	From Undesignated Fund Balance for the Parkerville Schoolhouse Roof Restoration Project and any other related costs	Westford Historical Commission
\$139,707	From Undesignated Fund Balance for the Colonel John Robinson School Playground Play Structure Replacement and any other related costs	Westford Public Schools
\$189,000	From Undesignated Fund Balance for the Robinson Tennis Courts and any other related costs.	Westford Public Schools

## ARTICLE 9: Amend the Wage and Classification Plan

*Town Manager*

It was voted and passed unanimously that the Town amend the Pay Classification Plan for non-unionized municipal employees, effective July 1, 2022 as follows:

Band Change								
Position Title	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
From: Director of Parks, Recreation & Cemeteries To: Recreation Director	Band 7	104,016	117,841	131,665	Band 6	90,490	106,387	122,284
Assistant Town Engineer	Band 5	79,362	93,304	107,245	Band 6	90,490	106,387	122,284
From: Director of Environmental Services To: Assistant Health Director	Band 6	90,490	106,387	122,284	Band 5	79,362	93,304	107,245

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

Operations Manager – Parks, Grounds, & Cemeteries	N/A				Band 5	79,362	93,304	107,245
Staff Engineer	N/A				Band 4	71,318	83,847	96,376
Sustainability Coordinator	N/A				Band 4	71,318	83,847	96,376
Community Wellness Coordinator	N/A				Band 3	61,926	73,400	84,874

Title Change								
Position Title	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
From: Highway Superintendent To: Assistant DPW Director	Band 6	90,490	106,387	122,284				
From: Principal Assessor To: Chief Assessor	Band 6	90,490	106,387	122,284				
From: Highway Operations Supervisor To: Operations Manager-Highway	Band 5	79,362	93,304	107,245				

Remove Positions								
Position Title	Current Band	Min	Mid	Max	New Band	Min	Mid	Max
Budget Director	Band 6	90,490	106,387	122,284				
Administrative Assistant to the Town Manager	Band 3	61,926	73,400	84,874				

## ARTICLE 10: Authorize Revolving Funds

*Town Manager*

It was voted and passed unanimously that the Town pursuant to [MGL c. 44, Section 53E½](#) as most recently amended by Section 86 of Chapter 218 of the Acts of 2016, establish limitations on expenditures from the revolving funds established by Chapter 138.1 of the General Bylaws, entitled, “Revolving Funds” as follows:

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

REVOLVING ACCOUNT	EXPENDITURE LIMIT
Lease of Town Buildings: 65 & 73 Main St & 170 Plain Rd	\$150,000
Electric Vehicle Charging Station Revolving	\$10,000
Recycling Revolving	\$40,000
Recreation Field Maintenance	\$150,000
Senior Center Fitness Room	\$25,000
Senior Center Programs	\$50,000
School Parking	\$80,000
School Bus/Transportation	\$800,000
East Boston Camps Maintenance	\$80,000
Immunizations and Clinical Services	\$75,000
Community Gardens	\$15,000
Town Forest Management	\$25,000

## ARTICLE 11: Approve Fiscal Year 2023 Operating Budget

*Town Manager*

It was voted and passed by the majority that the Town raise and appropriate the sum of \$126,569,270 (ONE HUNDRED TWENTY SIX MILLION FIVE HUNDRED SIXTY NINE THOUSAND TWO HUNDRED SEVENTY DOLLARS) for the operation and maintenance of Town Departments for the Fiscal Year July 1, 2022 through June 30, 2023, such sums to be expended for such purposes under the direction of the respective town officers, boards and committees and further that all items be raised and appropriated except for the following:

Fund 100 General Fund: \$100,000 shall be appropriated from Overlay Surplus;

Fund 100 General Fund: \$3,228.54 shall be appropriated from Fund Balance Designated for Debt Exclusion Reduction;

Fund 240 Community Preservation Fund: \$1,079,350 shall be appropriated from Community Preservation Fund Fiscal 2023 Revenue;

Fund 280 Town Revolving Funds: \$3,000 shall be appropriated from Senior Center Fitness Room Revolving 53 E ½;

Fund 600 Water Enterprise Fund: \$4,120,320 shall be appropriated from Water Enterprise Revenue and \$518,905 from Water Enterprise Retained Earnings;

Fund 630 Recreation Enterprise Fund: \$1,247,100 shall be appropriated from Recreation Enterprise Revenue, \$75,000 shall be appropriated from Recreation Enterprise Retained Earnings, and \$34,705 shall be raised and appropriated;

Fund 640 Ambulance Enterprise Fund: \$850,000 shall be appropriated from Ambulance Enterprise Revenue, \$25,000 shall be appropriated from Ambulance Enterprise Retained Earnings, and \$589,944 shall be raised and appropriated;

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

Fund 650 Stormwater Enterprise Fund: \$662,732 shall be appropriated from Stormwater Enterprise Revenue and \$600,000 shall be raised and appropriated.

	FY 2021 ACTUAL	FY 2022 BUDGET	FY 2023 TM & FINCOM RECOMMEND	FY22/FY23 VARIANCE	FY22/FY23 %
<b>GENERAL GOVERNMENT</b>					
122 SELECT BOARD					
Personal Services	0	0	0	0	N/A
Expenses	21,347	19,608	26,306	6,698	34.2%
<b>TOTAL</b>	<b>21,347</b>	<b>19,608</b>	<b>26,306</b>	<b>6,698</b>	<b>34.2%</b>
123 TOWN MANAGER					
Personal Services	421,005	433,925	442,431	8,506	2.0%
Expenses	11,589	11,143	20,554	9,411	84.5%
<b>TOTAL</b>	<b>432,594</b>	<b>445,068</b>	<b>462,985</b>	<b>17,917</b>	<b>4.0%</b>
131 FINANCE COMMITTEE					
Personal Services	0	0	0	0	
Expenses	8,513	8,865	9,065	200	2.3%
Reserve Fund	0	125,000	125,000	0	0.0%
(Transfers out)	0	(76,010)	0	76,010	-100.0%
<b>TOTAL</b>	<b>8,513</b>	<b>57,855</b>	<b>134,065</b>	<b>76,210</b>	<b>131.7%</b>
132 FINANCE DEPARTMENT					
Personal Services	148,370	156,661	159,375	2,714	1.7%
Expenses	369	435	1,390	955	219.5%
<b>TOTAL</b>	<b>148,738</b>	<b>157,096</b>	<b>160,765</b>	<b>3,669</b>	<b>2.3%</b>
135 TOWN ACCOUNTANT					
Personal Services	241,046	296,856	298,263	1,407	0.5%
Expenses	39,541	42,455	48,835	6,380	15.0%
<b>TOTAL</b>	<b>280,587</b>	<b>339,311</b>	<b>347,098</b>	<b>7,787</b>	<b>2.3%</b>
141 BOARD OF ASSESSORS					
Personal Services	283,728	309,472	312,538	3,066	1.0%
Expenses	45,900	47,100	51,300	4,200	8.9%
<b>TOTAL</b>	<b>329,628</b>	<b>356,572</b>	<b>363,838</b>	<b>7,266</b>	<b>2.0%</b>
145 TREASURER/COLLECTOR					
Personal Services	254,592	281,825	286,418	4,593	1.6%
Expenses	43,175	45,050	47,275	2,225	4.9%
<b>TOTAL</b>	<b>297,768</b>	<b>326,875</b>	<b>333,693</b>	<b>6,818</b>	<b>2.1%</b>
151 LEGAL SERVICES					
Personal Services	0	0	0	0	N/A
Expenses	140,357	160,000	140,000	(20,000)	-12.5%
<b>TOTAL</b>	<b>140,357</b>	<b>160,000</b>	<b>140,000</b>	<b>(20,000)</b>	<b>-12.5%</b>
152 HUMAN RESOURCES					
Personal Services	231,551	242,920	265,726	22,806	9.4%
Expenses	26,407	26,868	30,737	3,869	14.4%
Compensation Reserve	7,838	150,000	385,000	235,000	156.7%
(Transfers out)	0	(116,876)	0	116,876	-100.0%
<b>TOTAL</b>	<b>265,796</b>	<b>302,912</b>	<b>681,463</b>	<b>378,551</b>	<b>125.0%</b>

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

	FY 2021 ACTUAL	FY 2022 BUDGET	FY 2023 TM & FINCOM RECOMMEND	FY22/FY23 VARIANCE	FY22/FY23 %
155 TECHNOLOGY					
Personal Services	423,292	342,998	346,393	3,395	1.0%
Expenses	597,691	774,825	580,600	(194,225)	-25.1%
<b>TOTAL</b>	<b>1,020,983</b>	<b>1,117,823</b>	<b>926,993</b>	<b>(190,830)</b>	<b>-17.1%</b>
161 TOWN CLERK					
Personal Services	248,222	250,955	275,630	24,675	9.8%
Expenses	23,074	28,259	21,369	(6,890)	-24.4%
<b>TOTAL</b>	<b>271,296</b>	<b>279,214</b>	<b>296,999</b>	<b>17,785</b>	<b>6.4%</b>
170 PERMITTING DEPARTMENT					
Personal Services	251,586	274,507	278,722	4,215	1.5%
Expenses	43,573	44,416	46,535	2,119	4.8%
<b>TOTAL</b>	<b>295,159</b>	<b>318,923</b>	<b>325,257</b>	<b>6,334</b>	<b>2.0%</b>
171 CONSERVATION COMMISSION					
Personal Services	88,926	84,243	86,348	2,105	2.5%
Expenses	6,114	6,640	7,070	430	6.5%
<b>TOTAL</b>	<b>95,040</b>	<b>90,883</b>	<b>93,418</b>	<b>2,535</b>	<b>2.8%</b>
175 PLANNING BOARD					
Personal Services	42,740	86,348	94,357	8,009	9.3%
Expenses	8,710	8,422	16,367	7,945	94.3%
<b>TOTAL</b>	<b>51,450</b>	<b>94,770</b>	<b>110,724</b>	<b>15,954</b>	<b>16.8%</b>
176 ZONING BOARD OF APPEALS					
Personal Services	0	0	0	0	N/A
Expenses	1,850	2,405	2,595	190	7.9%
<b>TOTAL</b>	<b>1,850</b>	<b>2,405</b>	<b>2,595</b>	<b>190</b>	<b>7.9%</b>
192 TOWN HALL MAINTENANCE					
Personal Services	44,415	45,742	45,742	0	0.0%
Expenses	68,683	72,900	57,100	(15,800)	-21.7%
<b>TOTAL</b>	<b>113,098</b>	<b>118,642</b>	<b>102,842</b>	<b>(15,800)</b>	<b>-13.3%</b>
199 PUBLIC BUILDINGS & PROPERTIES MAINTENANCE					
Personal Services	59,777	96,761	99,844	3,083	3.2%
Expenses	44,988	57,849	144,850	87,001	150.4%
<b>TOTAL</b>	<b>104,765</b>	<b>154,610</b>	<b>244,694</b>	<b>90,084</b>	<b>58.3%</b>
<b>TOTAL GENERAL GOVERNMENT</b>	<b>3,878,969</b>	<b>4,342,567</b>	<b>4,753,735</b>	<b>411,168</b>	<b>9.5%</b>
<b>PUBLIC SAFETY</b>					
210 POLICE DEPARTMENT					
Personal Services	5,105,457	5,314,848	5,459,662	144,814	2.7%
Expenses	495,423	583,346	556,183	(27,163)	-4.7%
<b>TOTAL</b>	<b>5,600,879</b>	<b>5,898,194</b>	<b>6,015,845</b>	<b>117,651</b>	<b>2.0%</b>
215 PUBLIC SAFETY COMMUNICATIONS					
Personal Services	760,858	847,596	861,802	14,206	1.7%
Expenses	38,360	52,540	53,437	897	1.7%
<b>TOTAL</b>	<b>799,218</b>	<b>900,136</b>	<b>915,239</b>	<b>15,103</b>	<b>1.7%</b>

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

	<b>FY2021 ACTUAL</b>	<b>FY2022 BUDGET</b>	<b>FY2023 TM &amp; FINCOM RECOMMEND</b>	<b>FY22/FY23 VARIANCE</b>	<b>FY22/FY23 %</b>
220 FIRE DEPARTMENT					
Personal Services	3,473,429	3,745,645	3,859,161	113,516	3.0%
Expenses	386,793	393,397	373,368	(20,029)	-5.1%
<b>TOTAL</b>	<b>3,860,222</b>	<b>4,139,042</b>	<b>4,232,529</b>	<b>93,487</b>	<b>2.3%</b>
241 BUILDING DEPARTMENT					
Personal Services	348,178	396,305	399,541	3,236	0.8%
Expenses	5,132	11,470	12,150	680	5.9%
<b>TOTAL</b>	<b>353,311</b>	<b>407,775</b>	<b>411,691</b>	<b>3,916</b>	<b>1.0%</b>
244 SEALER WEIGHTS/MEASURES					
Personal Services	0	0	0	0	N/A
Expenses	3,000	3,000	3,000	0	0.0%
<b>TOTAL</b>	<b>3,000</b>	<b>3,000</b>	<b>3,000</b>	<b>0</b>	<b>0.0%</b>
291 EMERGENCY MANAGEMENT					
Personal Services	9,140	9,324	9,510	186	2.0%
Expenses	2,450	2,450	2,450	0	0.0%
<b>TOTAL</b>	<b>11,590</b>	<b>11,774</b>	<b>11,960</b>	<b>186</b>	<b>1.6%</b>
292 ANIMAL CONTROL					
Personal Services	43,727	40,390	40,967	577	1.4%
Expenses	3,099	3,875	4,475	600	15.5%
<b>TOTAL</b>	<b>46,826</b>	<b>44,265</b>	<b>45,442</b>	<b>1,177</b>	<b>2.7%</b>
294 TREE WARDEN					
Personal Services	1,133	2,311	2,357	46	2.0%
Expenses	34,870	35,000	35,000	0	0.0%
<b>TOTAL</b>	<b>36,003</b>	<b>37,311</b>	<b>37,357</b>	<b>46</b>	<b>0.1%</b>
<b>TOTAL PUBLIC SAFETY</b>	<b>10,711,049</b>	<b>11,441,497</b>	<b>11,673,063</b>	<b>231,566</b>	<b>2.0%</b>
<b>EDUCATION</b>					
WESTFORD PUBLIC					
300 SCHOOLS	60,378,231	62,236,867	63,961,692	1,724,825	2.77%
310 NASHOBA TECH	1,078,168	1,184,421	1,295,205	110,784	9.35%
<b>TOTAL EDUCATION</b>	<b>61,456,399</b>	<b>63,421,288</b>	<b>65,256,897</b>	<b>1,835,609</b>	<b>2.89%</b>
<b>PUBLIC WORKS</b>					
405 DEPARTMENT OF PUBLIC WORKS					
Personal Services	242,528	247,929	258,989	11,060	4.5%
Expenses	148	500	500	0	0.0%
<b>TOTAL</b>	<b>242,676</b>	<b>248,429</b>	<b>259,489</b>	<b>11,060</b>	<b>4.5%</b>
410 ENGINEERING DEPARTMENT					
Personal Services	213,760	311,412	315,899	4,487	1.4%
Expenses	6,690	11,862	11,970	108	0.9%
<b>TOTAL</b>	<b>220,450</b>	<b>323,274</b>	<b>327,869</b>	<b>4,595</b>	<b>1.4%</b>
421 HIGHWAY DEPARTMENT					
Personal Services	1,481,097	1,637,720	1,643,829	6,109	0.4%
Expenses	968,064	1,003,604	1,018,643	15,039	1.5%
<b>TOTAL</b>	<b>2,449,161</b>	<b>2,641,324</b>	<b>2,662,472</b>	<b>21,148</b>	<b>0.8%</b>

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

	<b>FY2021 ACTUAL</b>	<b>FY2022 BUDGET</b>	<b>FY2023 TMI &amp; FINCOM RECOMMEND</b>	<b>FY22/FY23 VARIANCE</b>	<b>FY22/FY23 %</b>
432 RECYCLING					
Personal Services	0	0	0	0	N/A
Expenses	639,862	525,048	541,027	15,979	3.0%
<b>TOTAL</b>	<b>639,862</b>	<b>525,048</b>	<b>541,027</b>	<b>15,979</b>	<b>3.0%</b>
433 SOLID WASTE					
Personal Services	0	0	0	0	N/A
Expenses	1,299,260	1,440,139	1,507,588	67,449	4.7%
<b>TOTAL</b>	<b>1,299,260</b>	<b>1,440,139</b>	<b>1,507,588</b>	<b>67,449</b>	<b>4.7%</b>
442 WASTEWATER TREATMENT MANAGEMENT					
Personal Services	0	0	0	0	N/A
Expenses	209,700	224,917	224,430	(487)	-0.2%
<b>TOTAL</b>	<b>209,700</b>	<b>224,917</b>	<b>224,430</b>	<b>(487)</b>	<b>-0.2%</b>
491 CEMETERY DEPARTMENT					
Personal Services	98,228	103,691	105,159	1,468	1.4%
Expenses	35,114	35,443	36,760	1,317	3.7%
<b>TOTAL</b>	<b>133,342</b>	<b>139,134</b>	<b>141,919</b>	<b>2,785</b>	<b>2.0%</b>
<b>TOTAL PUBLIC WORKS</b>	<b>5,194,451</b>	<b>5,542,265</b>	<b>5,664,794</b>	<b>122,529</b>	<b>2.2%</b>
<b>HEALTH &amp; HUMAN SERVICES</b>					
510 BOARD OF HEALTH					
Personal Services	421,490	436,661	441,838	5,177	1.2%
Expenses	15,223	24,500	26,900	2,400	9.8%
<b>TOTAL</b>	<b>436,713</b>	<b>461,161</b>	<b>468,738</b>	<b>7,577</b>	<b>1.6%</b>
541 COUNCIL ON AGING					
Personal Services	390,807	466,887	475,077	8,190	1.8%
Expenses	77,785	94,000	102,900	8,900	9.5%
<b>TOTAL</b>	<b>468,593</b>	<b>560,887</b>	<b>577,977</b>	<b>17,090</b>	<b>3.0%</b>
543 VETERANS SERVICES					
Personal Services	68,427	78,655	80,155	1,500	1.9%
Expenses	30,923	70,500	63,100	(7,400)	-10.5%
<b>TOTAL</b>	<b>99,350</b>	<b>149,155</b>	<b>143,255</b>	<b>(5,900)</b>	<b>-4.0%</b>
<b>TOTAL HEALTH &amp; HUMAN SERVICES</b>	<b>1,004,657</b>	<b>1,171,203</b>	<b>1,189,970</b>	<b>18,767</b>	<b>1.6%</b>
<b>CULTURE &amp; RECREATION</b>					
610 LIBRARY					
Personal Services	1,301,084	1,403,640	1,443,974	40,334	2.9%
Expenses	347,919	372,658	363,246	(9,412)	-2.5%
<b>TOTAL</b>	<b>1,649,002</b>	<b>1,776,298</b>	<b>1,807,220</b>	<b>30,922</b>	<b>1.7%</b>
650 PARKS & GROUNDS					
Personal Services	190,476	255,633	262,060	6,427	2.5%
Expenses	42,812	32,765	48,329	15,564	47.5%
<b>TOTAL</b>	<b>233,288</b>	<b>288,398</b>	<b>310,389</b>	<b>21,991</b>	<b>7.6%</b>



# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

	FY2021 ACTUAL	FY2022 BUDGET	FY2023 TM & FINCOM RECOMMEND	FY22/FY23 VARIANCE	FY22/FY23 %
660 LAND MANAGEMENT					
Personal Services	0	0	0	0	N/A
Expenses	42,072	32,266	47,916	15,650	48.5%
<b>TOTAL</b>	<b>42,072</b>	<b>32,266</b>	<b>47,916</b>	<b>15,650</b>	<b>48.5%</b>
670 HISTORICAL COMMISSION					
Personal Services	0	0	0	0	N/A
Expenses	10,830	12,650	11,950	(700)	-5.5%
<b>TOTAL</b>	<b>10,830</b>	<b>12,650</b>	<b>11,950</b>	<b>(700)</b>	<b>-5.5%</b>
<b>TOTAL CULTURE &amp; RECREATION</b>	<b>1,935,192</b>	<b>2,109,612</b>	<b>2,177,475</b>	<b>67,863</b>	<b>3.2%</b>
<b>DEBT SERVICE</b>					
710 Debt Service					
Principal & Interest	5,856,914	6,164,354	6,272,642	108,288	1.8%
<b>TOTAL</b>	<b>5,856,914</b>	<b>6,164,354</b>	<b>6,272,642</b>	<b>108,288</b>	<b>1.8%</b>
<b>TOTAL DEBT SERVICE</b>	<b>5,856,914</b>	<b>6,164,354</b>	<b>6,272,642</b>	<b>108,288</b>	<b>1.8%</b>
<b>UNCLASSIFIED</b>					
940 OTHERWISE UNCLASSIFIED					
Expenses	(1,396,048)	(1,475,963)	(1,415,635)	60,328	-4.1%
<b>TOTAL</b>	<b>(1,396,048)</b>	<b>(1,475,963)</b>	<b>(1,415,635)</b>	<b>60,328</b>	<b>-4.1%</b>
EMPLOYEE BENEFITS					
945 & MISCELLANEOUS					
Expenses	18,141,387	19,943,747	9,996,212	(9,947,535)	-49.9%
<b>TOTAL</b>	<b>18,141,387</b>	<b>19,943,747</b>	<b>9,996,212</b>	<b>(9,947,535)</b>	<b>-49.9%</b>
990 TRANSFERS TO/FROM TRUSTS					
Expenses	1,218,957	680,957	11,197,061	10,516,104	1544.3%
<b>TOTAL</b>	<b>1,218,957</b>	<b>680,957</b>	<b>11,197,061</b>	<b>10,516,104</b>	<b>1544.3%</b>
<b>TOTAL UNCLASSIFIED</b>	<b>17,964,296</b>	<b>19,148,741</b>	<b>19,777,638</b>	<b>628,897</b>	<b>3.3%</b>
<b>TOTAL GENERAL FUND</b>	<b>108,001,925</b>	<b>113,341,527</b>	<b>116,766,214</b>	<b>3,424,687</b>	<b>3.0%</b>
<b>COMMUNITY PRESERVATION FUND</b>					
240 COMMUNITY PRESERVATION FUND					
Personal Services	4,021	9,000	9,000	0	0.0%
Expenses	4,404	6,000	6,000	0	0.0%
Principal & Interest	792,327	820,406	1,064,350	243,944	29.7%
<b>TOTAL</b>	<b>800,753</b>	<b>835,406</b>	<b>1,079,350</b>	<b>243,944</b>	<b>29.2%</b>
<b>WATER ENTERPRISE FUND</b>					
600 WATER ENTERPRISE					
Personal Services	941,178	1,247,414	1,269,749	22,335	1.8%
Expenses	1,735,027	1,600,279	1,636,319	36,040	2.3%
Reserve Fund	0	250,000	250,000	0	0.0%
Principal & Interest	1,314,998	1,587,804	1,483,157	(104,647)	-6.6%
<b>TOTAL</b>	<b>3,991,203</b>	<b>4,685,497</b>	<b>4,639,225</b>	<b>(46,272)</b>	<b>-1.0%</b>
<b>RECREATION ENTERPRISE FUND</b>					
630 RECREATION ENTERPRISE					
Personal Services	596,515	1,126,216	1,057,621	(68,595)	-6.1%
Expenses	165,330	303,780	299,184	(4,596)	-1.5%
<b>TOTAL</b>	<b>761,845</b>	<b>1,429,996</b>	<b>1,356,805</b>	<b>(73,191)</b>	<b>-5.1%</b>

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

	FY2021 ACTUAL	FY2022 BUDGET	FY2023 TM & FINCOM RECOMMEND	FY22/FY23 VARIANCE	FY22/FY23 %
<b>AMBULANCE ENTERPRISE FUND</b>					
640 AMBULANCE ENTERPRISE					
Personal Services	746,962	890,657	921,470	30,813	3.5%
Expenses	518,518	650,556	543,474	(107,082)	-16.5%
<b>TOTAL</b>	<b>1,265,480</b>	<b>1,541,213</b>	<b>1,464,944</b>	<b>(76,269)</b>	<b>-4.9%</b>
<b>STORMWATER ENTERPRISE FUND</b>					
650 STORMWATER MANAGEMENT					
Personal Services	26,143	135,190	143,052	7,862	5.8%
Expenses	678,665	913,648	967,580	53,932	5.9%
Principal & Interest	113,434	160,824	152,100	(8,724)	-5.4%
<b>TOTAL</b>	<b>818,241</b>	<b>1,209,662</b>	<b>1,262,732</b>	<b>53,070</b>	<b>4.4%</b>
<b>TOTAL OPERATING BUDGET</b>	<b>115,639,448</b>	<b>123,043,301</b>	<b>126,569,270</b>	<b>3,525,969</b>	<b>2.9%</b>

## **ARTICLE 13: Appropriate Funds from Water Enterprise Other Post Employment Benefits Stabilization Fund to the Water Enterprise Budget** *Water Commissioners*

It was voted electronically and passed with the required 2/3 majority of 149-yes, 3-no, that the Town transfer the sum of \$33,448 (THIRTY-THREE THOUSAND FOUR HUNDRED FORTY-EIGHT DOLLARS) from the Water Enterprise Other Post Employment Stabilization Fund to the Water Enterprise Expenses to pay for the FY23 retiree benefits.

## **ARTICLE 14: Authorize the Select Board to Accept Easements** *Select Board*

It was voted and passed by the majority that the Town authorize the Select Board, during Fiscal Year 2023, to accept any and all easements for public access trail, sidewalk, drainage, or other public purposes, as they may deem in the Town's best interests; including but not limited to the following:

1. Sidewalk and trail easement on Balsam Circle (formally identified as 21 & 23 Carlisle Road);
2. Trail easement in the Colonel Rolls Drive Subdivision (formerly identified as 0, 19, 33 & 35 Hartford Road);
3. Trail easement at the Juniper Hill Estates Subdivision (formerly identified as 75 Graniteville Road and two unnumbered lots);
4. Trail easement at the Cloverleaf Fields Subdivision (formerly identified as 22 Griffin Road);
5. Trail easement at the Diane Lane Subdivision (formerly identified as 0 & 37 Carlisle Road);
6. Trail easement at 71 Powers Road; and
7. Trail easement at Wendell Place.

## **ARTICLE 15: Authorize the Select Board to Acquire Easements for the Plain Road Sidewalk Project** *Select Board*

It was voted and passed by the majority that the Town authorize the Select Board to acquire by purchase, gift, eminent domain or otherwise, on such terms and conditions as the Select Board shall determine, permanent and/or temporary easements on the parcels of land

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

shown on plans entitled “Transportation Improvement Project Plan of Plain Road Sidewalk” dated November 19, 2021, as said plans may be amended, said plans on file with the Town Clerk, for public way purposes, including, but not limited to, the construction, alteration, maintenance, improvement, repair and/or replacement of sidewalks, and for drainage, utility and slope work, traffic improvements, driveway reconstruction and grading, tree protection and landscaping; and, further, to authorize the Select Board to enter into all agreements and take all related actions necessary or appropriate to carry out said acquisitions and other acts authorized herein.

## **ARTICLE 16: Accept MGL. c. 90, Section 17C to allow the Select Board to Establish Speed Limits** *Select Board*

It was voted and passed by the majority that the Town accept the provisions of [MGL c. 90, Section 17C](#) so as to allow the Select Board to establish a speed limit of 25 miles per hour on certain roadways inside a thickly settled or business districts in the town.

## **ARTICLE 17: Amend Chapters 51 and 22 of the General Bylaws to Reduce the Number of Finance Committee Books to be Printed and Discontinue Mailing the Finance Committee Book to Households** *Finance Committee*

It was voted and passed by the majority that the Town amend Chapter 51.1, Section C2 and Chapter 22.6, Section A6 of the Westford General Bylaws to discontinue the requirement at the annual Finance Committee book be mailed to all households, as shown below, with additions shown in **bold** and deletions shown in ~~striketrough~~;

### Chapter 51: Town Meetings

#### § 51.1 Annual Town Meetings and Elections.

C. Notice of Annual Town Meetings. [Amended 2-17-47 ATM Art. 35; 3-9-57 ATM Art. 32; 11-1-61 STM Art. 10. Replaced 11-15-00 Adj. STM Art. 24; 5-11-02 ATM Art. 30; Amended 11-12-02 STM Art. 16]

1. The Select Board shall give notice of every Annual Town Meeting by posting an attested copy of the warrant at the Town Hall, the J.V. Fletcher Library, and each post office in Westford at least 14 days before the meeting.

2. The Finance Committee **shall publish on the Town website, and make available to the public at the Town Hall, Police Station, J.V. Fletcher Library, and the Cameron Senior Center the warrant<sup>\*</sup> with the Finance Committee's recommendations and the Town Manager's proposed budget at least 14 days before the meeting. The Select Board shall print and mail in post card or similar format and distribute the warrant notice of the date and time of the meeting, the voter registration deadline, a summary of articles and instructions on how to access electronic and printed versions of the warrant and Finance Committee report, with the Finance Committee's recommendations and the Town Manager's proposed budget to all residents of the Town** at least 10 days before the meeting.

<sup>\*</sup> ~~The word warrant in this instance may mean a summary of all warrant articles and not necessarily the full text of the warrant.~~

# ANNUAL TOWN MEETING MINUTES – JUNE 11, 2022

— CONTINUED

## Chapter 22: Finance Committee

### § 22.6 Areas of responsibility.

6. The Finance Committee shall, after due consideration, recommend the amounts which, in its judgment, should be appropriated for the ensuing year, and shall accompany the same with such explanations and suggestions thereto as it may deem advisable for the proper information of the voters. The Finance Committee shall print publish these recommendations and information **in the manner provided in Chapter 51.1, Section C2 of the Town's General Bylaws.** ~~together with the Town Manager's proposed budget and the warrant, and shall distribute this document to all residents of the Town at least 10 days prior to the Annual Town Meeting.~~

### **ARTICLE 18: Amend the Zoning Bylaw to add 483 Groton Road to the Industrial A Zoning District**

*Citizens' Petition*

In the absence of the petitioner, it was voted and passed by the majority to dismiss this petition to amend the Zoning Bylaw by amending Town of Westford Zoning Map by adding the parcel identified as #483 Groton Road (Assessor's Map 077 Block 0015 Lot 0000) to the Industrial A zoning district.

With no further business to conduct the 293<sup>rd</sup> Annual Town Meeting was adjourned at 2:02 pm.

A True Copy Attest

Patricia L. Dubey

Town Clerk

## SELECT BOARD



**Andrea Peraner-Sweet**  
*Chair*

**G. Thomas Clay**  
*Vice-Chair*

**John Cunningham**  
*Clerk*

**J. Scott Hazelton**  
**Anita Tonakarn-Nguyen**

Fiscal year 2022 was a busy year for our town and the Select Board as it continued to face the ongoing impact of the COVID-19 pandemic. The Board undertook multiple actions designed to combat climate change, responded to a racial incident at a Westford Academy girls' basketball game, added two new positions to support local initiatives – a Community Wellness Coordinator and a Sustainability Coordinator – all while continuing to maintain our town's fiscal stability and high quality of services.

Town offices remained open during FY 2022, and public meetings were allowed to meet either in-person, virtually, or in a hybrid manner in order to keep everyone safe. For the third year in a row, Annual Town Meeting was conducted outdoors on the Westford Academy Trustees Field.

In FY 2022, Westford received \$3,708,985 of our state's American Rescue Plan Act (ARPA) funding, with the remainder of the total \$7,417,970 due in FY 2023. The Board opened an extensive ARPA application process to all boards and committees, town staff, nonprofits, and our residents at large, and spent much of the spring approving a myriad of projects, many aimed at helping our residents.

Under the leadership of Town Manager Jodi Ross, and with the support and assistance of our town officials, staff, boards, commissions, and volunteers, the Select Board met the challenges presented and had another productive year. Highlights of the year include:

- Approved a FY 2023 Budget Policy Directive for the Board and Town Manager to guide the town's FY 2023 budget discussions and decisions. After numerous meetings with the School Committee and Finance Committee, we brought forth a FY 2023 budget supported by all.
- Maintained our AAA rating from Standard and Poor's, with appreciation of our Town Manager and finance team.
- Approved the appointment of Mark Chambers as Westford's new Police Chief.
- Supported the Diversity, Equity, and Inclusion Committee by supporting An Act to Reform Hate Crime Statutes by sending a letter to our state Legislators. Supported the Committee's request to bring forward a question to rename Columbus Day to Indigenous Peoples Day as a town ballot question.
- Implemented the Stormwater Fee and collected \$1,141,656 in new revenue to comply with Massachusetts Department of Environmental Protection's MS4 permit requirements.
- Formed an Access to Town Meeting Committee to identify ways to increase attendance at Town Meetings and implemented many of its recommendations.

## SELECT BOARD—CONTINUED

- Worked with the Recreation Commission to release a Request for Qualifications for a Recreation and Aquatics Center Feasibility Study.
- Continued to work with the Permanent Town Building Committee, town staff, and our architect to complete the design of a new Center Building to fulfill town department needs and allow for a larger (120-person) meeting room. The Clean Energy and Sustainability Committee became involved in the project and the Board approved a \$92,000 supplement to determine potential sustainability upgrades to the design.
- Sold 63 Main Street as a single-family residence with a Historic Preservation Restriction to Dianne and Charles Grondine.
- Worked with abutters and town staff to authorize the 75% design plan for the Boston Road Rehabilitation Project.
- Continued to evaluate parking plans for the town center to consider all options and determine layout for additional municipal parking at the rear of 63 Main Street.
- Approved the Healthy Westford Committee's request to add a wheelchair-accessible path near Edward's Beach.
- Supported the Pedestrian Safety Committee recommendation that our town consider adopting Massachusetts General Laws [Chapter 90, section 17c](#) to allow the Select Board to establish 25-mile-per-hour speed limits on certain streets in town. This passed at our Annual Town Meeting. The Board also supported adding sidewalks to West Street at East Prescott, Carlisle Road at the Jack Walsh Field, and Plain Road Phase II.
- Approved pursuing per-and polyfluoroalkyl substances (PFAS) litigation on behalf of the town's Water Enterprise Fund and our private well owners.
- Implemented a new policy for All Alcohol Package Store, Wine and Malt Package Store, Restaurant, Club or Innholder licenses applicants to complete "TIPS" and/or "ServeSafe"-type training prior to seeking local license approval.
- Established a Monuments and Memorials Committee to formalize a process to review monument requests and make recommendations to the Board.
- Supported bringing electronic vote tabulators to our Town Meetings. These were successfully used at the 2022 Annual Town Meeting.
- Voted to ratify the Opioid Settlement Participation Form for the Johnson & Johnson Settlement.
- Supported consolidating polling precincts from five locations to two, to be located at Westford Academy and Stony Brook Middle School.
- Raised the minimum wage for town employees from \$13.50 to \$14.25 on January 1, 2022.
- Continued the work of our town and School Safety Task Force evaluating our facilities and procedures related to providing our staff, students, and community a safe environment. Supported the recommendation to hire a Health and Wellness Coordinator.
- Supported the Clean Energy and Sustainability Committee's recommendations in their "Roadmap to Net Zero in 2050" to achieve Westford net-zero greenhouse gas emissions goal by 2050. Supported hiring a Sustainability Coordinator.
- Hired one additional police officer and two firefighter/paramedics to support our Public Safety initiatives.

## SELECT BOARD—CONTINUED

- Continued monitoring the new asphalt plant located at 540 Groton Road, to ensure compliance with the operating requirements and restrictions imposed by the Planning Board.
- Authorized the Town Manager's office to begin the cleanup of 12 North Main Street.
- Collaborated with the 35 Town Farm Task Force and CHOICE to proceed with the project to create senior low-income housing and provide a new home for the Westford Food Pantry on the site. Issued a Request for Proposal to fund the construction of a new fire training facility to replace the existing one, which was deficient and needed to be removed.
- Oversaw the installation of electric vehicle charging stations at Town Hall and other town building sites.

In June, Jodi Ross, our Town Manager for the past 14 years, announced her intention to retire in January 2023. The Board thanked her for her many years of service to our town. It is the Board's intention to form a search committee and hire a search firm to assist them with the process of finding a new town manager to succeed her.

Neither the daily operations of the town nor the above accomplishments are possible without the hard work, dedication, and commitment of our town staff, boards and committees, elected officials, and countless volunteers. The Board extends its deepest appreciation and thanks to all who strive to make Westford the wonderful place it is to live and work.

## TOWN MANAGER

Fiscal year 2022 was a challenging, productive year in Westford. Our New Growth was certified at \$870,884, \$463,842 less than in FY 2021. We received an increase in State Aid of \$148,598, totaling \$20,270,627. We collected \$3,866,078 in Motor Vehicle Excise. Our Local Options Excise was \$1,016,322, and we collected \$1,027,398 in licenses and permits. Our Community Preservation Act state contribution increased by \$135,153 over last year totaling \$636,005. We ended the year with cash reserves of \$11,586,354, or 9.79% of our general fund operating budget.

During FY 2022, we developed the FY 2023 budget in accordance with the Select Board's FY 2023 Budget Policy Direction, with a balanced budget proposed, without the use of Free Cash. Our proposed FY 2023 operating budget was \$126,569,270.

Health insurance accounted for 9.2% of our budget and was funded at \$11,646,294. This represented a decrease in the prior year's increases as we became partially self-funded by approving a Health Insurance Trust Fund Agreement and appointing Trustees on November 23, 2021. We then formed the Health Insurance Trust Fund beginning in March 2022, to create opportunities to better control costs and become eligible to receive pharmacy rebates and other incentives. As of June 30, 2022 we had \$2,035,666 in our newly created a Health Insurance Trust Fund.

We funded Other Post Employment Benefits (OPEB) in the amount of \$916,213 for a total fund balance of \$11,499,347, which is an estimated 10.16% of our unfunded liability. We are currently in the top 25% of Massachusetts communities for funding our OPEB liability.

We funded capital at \$6,745,796 with a balance in our Capital Stabilization Fund of \$508,501. We maintained our AAA bond rating from Standard and Poor's, and achieved a SP1+ short term bond rating, which is the highest bond rating they offer.

We successfully applied for Federal Emergency Management Agency (FEMA) (\$475,723 as of June 30, 2022), Coronavirus Aid, Relief and Economic Security (CARES) Act funding (\$1,705,380 as of June 30, 2022), and the first 50% of the American Rescue Plan Act (ARPA) funds (\$3,708,985 in June 30, 2022), to help offset increased expenses due to COVID. The Select Board has appropriated \$3,560,600 in ARPA funding for 45 different requests.

### Other Financial Accomplishments

- Received a successful audit from Melanson Health for FY 2021 with no management letter for the 10th consecutive year.
- Negotiated general insurance coverage renewal through Massachusetts Interlocal Insurance Association (MIIA) for all insurance policies for FY 2023 at a 1.6% increase, not including modifications.
- Participated in MIIA Rewards Program to obtain credit of \$37,371 in our insurance premium.

**Jodi Ross**  
*Town Manager*

**Eric Heideman**  
*Assistant Town Manager*

**Samantha Gray**  
*Project/Procurement Specialist*





## TOWN MANAGER—CONTINUED

- Consolidated several jobs in Recreation, Facilities, and Public Works departments saving approximately \$60,000 and better utilizing resources.
- Completed an analysis for the Ambulance Certified Public Expenditure (CPE) Program (Medicaid Receipts) earning \$51,528.
- Continued our employee Safety Committee working with the town's insurance company (MIIA) to take advantage of an annual 1% premium discount.
- Secured State funding for the following State Transportation Improvement projects (TIP):
  - Dunstable Road intersection: \$3.2 million fully completed.
  - Historic Stony Brook bridge: \$1.6 million at 25% design.
  - Beaver Brook Bridge repair: \$2.3 million at 75% design.
  - Boston Road reconstruction: \$10.2 million at 75% design.

### **Applied For and Received Numerous Grants across Town Departments**

- \$456,451 from the Massachusetts Department of Public Health Excellence Grant (year 1 of 3).
- \$350,000 from State ARPA funds for Senior Center HVAC.
- \$240,000 from Brownfields Remediation Grant for 12 North Main Street clean up.
- \$133,410 in 911 Dispatch Grants to offset personnel costs.
- \$102,523 from Lowell Rural Transit Authority for Council of Aging vans.
- \$94,902 for a Regional Energy Sustainability Coordinator shared with Carlisle.
- \$79,200 for a Tree and Invasive Species Inventory Management Plan.
- \$46,210 from the Metropolitan Area Planning Council to pay the salary for our Upper Merrimack Valley Program Coordinator.
- \$40,248 from Executive Office of Elder Affairs Formula Grant for senior programs.
- \$34,680 in a Green Communities Grant to fund LED lighting upgrades and offset electric and hybrid vehicle acquisition costs.
- \$30,000 from Community Compact Best Practices Grant program to install electric vehicle charging stations at our Highway Garage, Water Department, and Fletcher Fire Station 1.
- \$29,810 Bruce Freeman Rail Trail Drainage Grant.
- \$27,971 Massachusetts Trails O'Brien Farm Footbridge Grant.
- \$20,750 from the Office of Public Safety and Security to support Municipal Safety Programs.
- \$19,000 IT Community Compact Fiber Grant.
- \$15,000 Technical Assistance Grant to fund a consultant to assist with exploring an Energy Saving Performance Contract at all town and school buildings.
- \$10,245 Fire Department Equipment Grant.
- \$8,900 Cultural Council Grant from the Massachusetts Cultural Council.
- \$8,230 Fire Department SAFER grant.
- \$5,100 Emergency Management Agency grant.
- \$1,856 from 2021 TNC Rides for ride-sharing reimbursement.

### **Continuation of Town Operations during the Unanticipated COVID-19 Pandemic**

- Continued town operations following recommendations of the Center for Disease Control and Prevention (CDC), State officials, and local Board of Health. Ensured our town staff, officials, and our residents were kept as safe as possible, and our residents were able to continue to utilize our town services as needed. Although we had several

## TOWN MANAGER—CONTINUED

employees who contracted COVID, we do not believe any were infected at work or spread the virus to their coworkers.

- Continued to stock Personal Protective Equipment for all public safety personnel.
- Continued to offer in-person, virtual, or hybrid public meetings for boards/committees. Many of our town staff continued to work additional hours after their normal workday to assist with these meetings.
- Successfully coordinated outdoor Special and Annual Town Meetings ensuring proper safety protocols.
- Assisted with planning, organization, and execution of a successful, safe Annual Town Election.
- Our COA staff delivered weekly bags of food to residents of the Westford Housing Authority and coordinated weekly grocery shopping and prescription pick-up for our vulnerable residents. The COA staff also offered myriad new “safe” programs to keep our seniors engaged.
- Coordinated \$3,560,600 in ARPA funding requests, Select Board approvals, and expenditure tracking.
- Recreation Department resumed as they had prior to the pandemic. Unfortunately there was a slight drop in attendance for some programs.
- Our Human Resources Department processed over 64 unemployment compensation requests for town and school employees.

### **Other Significant Accomplishments and/or Projects**

- Hired a new Community Wellness Coordinator at the recommendation of the Town and School Safety Task Force.
- Assisted with the creation of an Historic Preservation Restriction on 63 Main Street and sold the property as a single-family residence to Diane and Charles Grondine. Replenished purchase funds into Capital Stabilization at October Special Town Meeting.
- Applied for grants from the Department of Environmental Protection and Recycling Partnership for possible future pay-as-you-throw (PAYT) implementation for solid waste and recycling.
- Released Request for Interest for Recreation Feasibility Study for a public/private partnership to construct an indoor recreation center with an aquatic component.
- Promoted Mark Chambers as Westford’s new Police Chief. He completed all required submissions to the Peace Officer Standards and Training Commission in compliance with new State laws and developed School Resource Officer Standard Operating Procedures that have become the template for other law enforcement agencies in Middlesex County.
- Implemented several new procedures relating to Town Meetings as suggested by the Access to Town Meeting Committee.
- Successfully implemented the new stormwater management utility fee which generated \$1,141,656 in new revenue to protect our town’s natural resources.
- Prepared options for the Select Board’s consideration to add municipal parking spaces to the Town Hall parking lot.
- Expanded the Pine Grove Cemetery and held the first Green Burials following new Cemetery Commission Rules and Regulations.
- Continued construction of the Moore Road, Oak Hill Road, and Plain Road Improvement Project and secured construction bids. This project will significantly

## TOWN MANAGER—CONTINUED

improve the town's water distribution system and stormwater management system and link two of the town's largest sidewalk networks.

- Completed the Kirsi Circle, Douglas Road, and Anderson Lane water main replacement projects.
- Worked with the Clean Energy and Sustainability Committee on their Roadmap to Net Zero in 2050. Supported their effort to hire a Sustainability Coordinator.
- Assisted the Town and School Safety Task Force with reexamining our schools' safety following the tragedy in Uvalde, Texas. We improved access controls and installed new cameras in the buildings.
- Assisted the Town Farm Task Force by seeking and receiving Town Meeting approval of \$505,000 from capital stabilization and \$237,000 from the Select Board in ARPA funding to construct a new fire training facility at 60 Forge Village Road. Town Meeting also approved \$75,000 for the creation of a stabilization fund for the possible future relocation of the facility. Proceeds from the sale of 35 Town Farm Road are earmarked to replenish our capital stabilization fund at a future Town Meeting.
- Sought input from the Historical Commission about what to save at 12 North Main Street. The Select Board supported retaining some part of the structure. We applied for additional funds from the One Stop for Growth Program to conduct a sewer and wastewater assessment in the amount of \$58,400 and complete a market study and concept design for the property of \$79,400. We are currently working with a licensed site professional to finalize site assessment work. Applied for a Mass Development grant for \$519,250 to fund Phase II and IV cleanup of the property.
- Participated in several State and Department of Homeland Security cybersecurity initiatives designed to detect vulnerabilities in our defenses, which we corrected. We continue to conduct staff training and identify/improve weaknesses.
- Continue to monitor the Newport Materials Asphalt Plant to ensure compliance with the operating requirements and restrictions imposed by the Planning Board. The Public Works Department schedules regular meetings with town staff to ensure that the town receives full benefit of the mitigation measures according to the terms of the Settlement Agreement.
- Worked with the Engineering Department, Pedestrian Safety Committee, local businesses, and project abutters to advance the designs of the Carlisle Road sidewalk and Littleton Road widening projects.
- Continued working with the town's contracted licensed site professional (LSP) who has assisted us since the perchlorate incident. We hope to achieve closure in the next two years. Due to satisfactory sampling/testing results at various monitoring wells, we requested the Massachusetts Department of Environmental Protection reduce the frequency of sampling at many of our locations, thus reducing our costs. In August 2021, we installed two new monitoring wells to confirm low perchlorate concentration levels within the disposal site. These wells will be monitored quarterly and pending satisfactory results, the town will be requesting authorization to permanently close the site.
- Installed 12 dual-head electric vehicle charging stations at the Town Hall, Westford Academy, and Abbot School. This project was 100% funded by MassEVIP grants and National Grid utility incentives.
- Conducted request for qualification procurement process to identify and select an Energy Service Company to explore entering a town-wide energy savings management agreement, which was approved with Ameresco at Annual Town

## TOWN MANAGER — CONTINUED

Meeting, along with an HVAC replacement project at the Cameron Senior Center. We are also exploring the installation of rooftop solar arrays at multiple town and school locations.

- Applied for and received a grant from the Community Compact's Efficiency and Regionalization grant for \$94,902 to hire a full-time Sustainability Director to be shared between the towns of Westford and Carlisle. We just extended an offer for the position.
- Completed a town-wide fleet electrification study, which was funded by National Grid. This study reviewed all of our town's existing vehicles to identify possible electric vehicle replacement options.

After almost 14 years as Westford's Town Manager, I notified the Select Board of my intent to retire at the end of 2022. This has been a remarkable experience for me, and I have been blessed to work with so many talented, dedicated, passionate volunteers and town staff. It has been a pleasure and an honor to serve with so many extraordinary Select Board members and with so many remarkable people along the way. Thank you for allowing me to provide service to you for these past many years, and for your support, kindness, and friendship. I have always strived to keep our residents feeling cared for, as they truly are, and happy with the service we provide. We are fortunate to have so many multitalented, dedicated residents who freely share their time, knowledge, and expertise while volunteering for our town. Their participation is essential to our operations. Thank you to all town officials, town board and committee members, department heads, town employees, and resident volunteers who help to innovate, guide, preserve, and protect our valuable town resources. I will miss you all.

Town Manager's website: [westfordma.gov/325](https://westfordma.gov/325).

# ACCESS TO TOWN MEETING COMMITTEE

The Access to Town Meeting (ATM) Committee was established by the Select Board in September 2021 with the charge to investigate, research, advise, and recommend to the Select Board what actions the town can take to encourage attendance and to increase participation at Town Meeting, including but not limited to consideration of the date/time of Town Meeting, what services the town might offer, and educational, technological, and outreach activities the town could undertake. The committee presented its process, background, and initial findings five months later, with the final report of Recommendations to the Select Board made in April 2022.

**Diane Wood**  
*Chair*

**Eric Barber-Mingo**  
**Tom Barry**  
**Stefany Eck**  
**Steve Edwards**  
**Kristina Greene**  
**Linda Greene**  
**Kyle Randall**  
**Dana Riegert**  
**Sally Rosenthal**  
**Valery Young**

## Annual Town Meeting Low Attendance Challenges

Year	Location	Annual Town Meeting attendance	Registered voters	% attendance/registered voters
2022	WA field	285	17,921	1.6
2021	WA field	275	18,154	1.5
2020	WA field	301	18,335	1.7
2019	Abbot School	768	16,907	4.4
2018	Abbot School	540	17,004	3.1
2017	Abbot School	1,151 (2 days)	17,049	6.7

## Membership

Initially, committee membership totaled 15, but was subsequently reduced to 11 to better accommodate the challenges of meeting a quorum each month.

## Activities and Deliverables

- Presented the ATM Committee goals, a working process, and background to the Select Board in February 2022.
- Conducted an internal Brainstorming Session of ways to improve attendance.
- Developed, distributed, and conducted a MA town survey to solicit input on what other MA communities have done to increase attendance at Town Meetings. Analyzed the results from 42 communities received, contacted similar communities, and used the data to compile final Recommendations.
- Developed, distributed, and conducted a Westford Community Survey to solicit Westford residents’ input about attending Town Meeting. Analyzed results from more than 800 Westford respondents and used the data to compile final recommendations
- Presented 34 final recommendations to the Select Board in April 2022.
- Worked with the Town Moderator and Town Manager to encourage the implementation of those recommendations at the June 2022 Annual Town Meeting.
- Continues to conduct research and at the start of FY 2023 will be revisiting an option of providing childcare, researching Annual Town Meeting date changes, as well as studying the potential for remote participation voting.

## ATM Committee Link and Documents

For further details about the ATM Committee including presentations, survey questions, and final recommendations, see [westfordma.gov/1436](https://westfordma.gov/1436).

# AFFORDABLE HOUSING TRUST

## Goal

The Affordable Housing Trust (AHT) advocates for the preservation and development of diversified housing opportunities for families and individuals whose income is less than the median income for the greater Lowell area. The Trust’s goal is to keep this housing within community standards and dispersed throughout the town. The Trust strives to meet the state’s mandate that 10% of the housing stock be permanently affordable to residents earning 80% or less of the area median income for the Westford region (this is the “Chapter 40B” law). In FY 2022, Westford remains above the state-mandated 10% goal. While technically Westford does not have to allow a new Chapter 40B development now, the Trust will continue to encourage all developers to include affordable housing in their plans.

**Joan Croteau**  
*Chair*

**J. Scott Hazelton**  
**Marianne Nelson**  
**Andrea Peraner-Sweet**  
**Ragi Ramachandran**  
**Drew Vernalia**  
**Robert Waskiewicz**  
**Alden Wood**

The Affordable Housing Trust manages primarily Community Preservation funding along with a small amount of other funding to be utilized in the preservation and expansion of affordable housing.

## Definition of Affordable Housing

Housing affordability is based on median household incomes in the region. The median incomes are determined by the U.S. Department of Housing and Urban Development (HUD), are re-issued annually, and are adjusted for the number of residents living in a home. Current median incomes in the Westford region are:

Median income	Household size	80% of median	50% of median	30% of median
\$126,500	Four people	\$89,400	\$63,150	\$37,900
	Two people	\$71,550	\$50,500	\$30,350
	One person	\$62,600	\$44,250	\$26,550

## Affordable Housing Trust Membership

The Trust is comprised of 11 members. At the end of FY 2021, Rob Downing, longtime chair, and Karen Hudson, longtime committee member, announced their resignations. Joan Croteau was voted in as chair, Edith Joachimpillai was voted in as vice-chair, and Alden Wood was voted in as treasurer.

**Alternate Members** In FY 2021 discussions of adding alternate members resulted in a vote to allow three alternate members. The Select Board approved the addition of three alternate members. The amendment to the Trust bylaws was prepared, signed by all members, and submitted to the Town Clerk. The alternate members were Tom LaFlamme, Meaghan McCarthy, and Ragi Ramachandran.

**Membership Change** During the fiscal year, there were several resignations. Some were related to changing commitments, and a few were due to displeasure with the committee. Joe Diamond, a longtime member of the Affordable Housing Trust, resigned due to other commitments. The same situation applied to the resignations of Matthew Brown and alternates Tom LaFlamme and Meaghan McCarthy. Edith Joachimpillai and Maureen George both resigned due to displeasure.

## AFFORDABLE HOUSING TRUST — CONTINUED

Ragi Ramachandran was appointed as a full committee member via vote of the committee and approval of the Select Board. That brought the Trust membership to only eight members with three vacancies and three alternate vacancies.

Robert Waskiewicz followed up with individuals who had expressed interest via Citizen Activity Forms, but at the close of the fiscal year there were no additional individuals who were interested.

### **Affordable Housing Trust Website**

Significant progress was made on the AHT website managed by Ragi Ramachandran: [westfordma.gov/474](https://westfordma.gov/474).

### **COVID-19 Effects**

Due to the resurgence of COVID-19 for most of FY 2022, committee meetings were held virtually. There was discussion in early calendar year 2022 that in-person meetings would resume but in March the state Legislature extended the ability to conduct meetings virtually.

### **Westford Rental Assistance Program (WRAP)**

Funding was approved to support the WRAP program in FY 2021, and throughout FY 2022 that program was being fully utilized.

### **Emergency Rental Assistance Program**

The subcommittee to investigate development of an emergency rental assistance program for Westford residents adversely impacted by COVID-19 or other disasters showed the committee the need for the program. Early in FY 2022 proposals were evaluated and an award was made to the Westford Housing Authority (WHA) to execute the program. Drew Vernalia worked closely with WHA to get the program underway.

### **Housing Production Plan**

Throughout FY 2022 progress was made on the Housing Production Plan. The HPP subcommittee provided inputs to the consultant Northern Middlesex Council of Governments (NMCOG).

### **Ongoing Projects**

#### **Helena Crocker Residences – Corner of Littleton and Tadmuck Roads**

The current developer will construct a low-income elderly facility. It will be limited to low-income elderly with need for minor assistance but able to live independently. The Chelmsford Housing Authority will manage the facility with a full-time manager on site. Due to significant price increases resulting from COVID the developer requested additional funding from both the Commonwealth of Massachusetts and AHT. AHT approached the Community Preservation Committee requesting FY 2022 funds, and they were approved.

#### **Balsam Circle: (21 and 23 Carlisle Road) – Roberta McGuire Residences**

This property was completed with seven units of age 62+ Supportive Housing and dedicated in a wonderful ribbon-cutting ceremony to Roberta McGuire.

### **35 Town Farm Road**

The proposal for the renovation of the historic Town Farm Road building, which from 1837 to the mid-20<sup>th</sup> century was low-income housing for Westford, by CHOICE, SCG, and ICON Architecture includes the preservation of the historic Town Farm and redevelopment of the property into truly affordable senior housing rental units and the new home for the Westford Food Pantry.

## AGRICULTURAL COMMISSION

Our fiscal year began with a wet growing season that, as usual, had its appeal with some crops and drawbacks with others. The most notable disruption at the Community Garden, however, was in the length of time for the Sun Shade Fabric Cover to release the pools of trapped water that gathered up at the edges. This was in some ways an amusing metaphor for our gradual return to normalcy after the height of the pandemic. No matter how hard we tried, we discovered that the very definition of “normal” seems to have changed.

The Commission’s principal focus was again the Community Garden site on Graniteville Road. Here the leadership team of Darren Teyssedou and Stephanie Tate kept their focus on getting everyone back to the normal but safe uncovered-face-to-uncovered-face type of interactions. The Sun Shade area was always one of those special spots for socializing. So between the encroaching poison ivy and the lingering water drips along the edges it became one of our principal areas to tackle. The consistent precipitation forced our hand in some ways because all along the wild edge of the garden weeds –garlic mustard, poison ivy, multi-flora rose and others –raced from the wooded shadows into the open areas behind the garden sheds to the Sun Shade Sitting area all the way to the compost bin fencing.

One solution was to create a perimeter path of wood chips. Unfortunately, volunteer labor was in short supply so we sought more mechanical means of eradication in the form of help from the Highway Department and its adept tractor. Having concerns about a pile of invasive debris sitting on site waiting for natural decomposition the Conservation Commission steered us toward less disruptive eradication methods: renting goats so they can consume the invasive weeds or getting volunteers to dig out the roots. We were still working on an alternative as the fiscal year closed.

Although the fiscal year did eventually allow the Community Garden members to meet in large numbers for their April 2022 meeting and resume work tasks at the garden unmasked, the Agricultural Commission itself voted to continue meeting remotely. The state authorized municipalities to continue remote meetings if requested and it appears our members enjoy the convenience as much as the health benefits of meeting remotely.

The Commission began 2022 hearing a proposal from Girl Scout Troop 82694. The Troop asked for our help and permission to site three bat boxes on the Community Garden site. The Commission enthusiastically embraced the project and provided the funding but sought additional information. In particular, we were interested in the pros and cons of encouraging bats to roost close to human activities. We also wanted to learn the generally accepted rules for setting up permanent structures for the animals, like orientation to solar glare and vegetation. The Girl Scouts made an impressive presentation after consulting a bat expert from the Animal Control office and working with Matt Salem, the town’s Conservation Resource Planner. Ultimately, via our Memorandum of Understanding with the Conservation Commission, we sought their approval, which they granted and the bat boxes were sited on the edge of the northwest part of the Farm Field parallel with Cold Spring Road.

The Agricultural Commission also sought clarification about one of the most prized and visible agricultural properties in town, 68 Boston Road, formerly known as Drew Gardens.

**Mark O’Lalor**  
*Chair*

**Sharon Chew**  
**Jo Crawford**  
**Darren Teyssedou**

**Elizabeth Almeida**  
**Leela Obilichetti**  
*Alternates*

**Margaret Wheeler**  
*Conservation Commission*  
*Liaison*



## AGRICULTURAL COMMISSION—CONTINUED

In February, the Agricultural Commission wrote a letter to the current owner, Mr. Ebrahim Masalehdan, and inquired about his intentions. As we wrote in our letter, “Long before you purchased the 66-68 Boston Road property the land had captured the imagination of the townspeople of Westford. As the primary ‘gateway’ to the Town Center, the land spoke to the collective conscience of our residents. The seasons marked time. The agricultural activities reinforced the townspeople’s longing for the warmth of a simpler past and simultaneously our hope for an abundant future. Over time, the land has retained this appeal but with lack of activity and uncertainty over the land’s future, there is concern.”

Under the Agricultural Preservation Restriction (APR) that the town purchased in 1999 which governs the 66-68 Boston Road property, the Covenant requires that the land remain in “active agricultural use, and the land shall not be abandoned, except in accordance with a USDA Soil Conservation Service Farm Management Plan.” To date, although we have had verbal contact with Mr. Masalehdan and he appeared interested in pursuing some form of agricultural use, no change has been observed. We will continue to offer our assistance to Mr. Masalehdan and any other landowner in order to help preserve, maintain, or, better yet, enhance our town’s agricultural heritage.

Toward the goal of “enhancing our town’s agricultural heritage,” the Agricultural Commission was pleasantly surprised by the announcement that a young women’s nonprofit cut-flower business was joining the Community Garden on a separate adjacent parcel of land. The Conservation Commission approved the venture, called Flowers to Empower (F2E). Two Agricultural Commission members, Elizabeth Almeida and Mark O’Lalor, took leadership positions with the new group. On learning that the new nonprofit business needed a seasonal space to house their refrigeration unit, the Agricultural Commission approved sharing a space in one of the Community Garden storage sheds.

The Westford Community Apiary continues to create buzz around the Commission. This year the intrepid beekeepers managed to get all four hives to overwinter. However, it appears that the two hives that were located on the outside edges of the apiary were more robust. Members were concerned that some of the bees on the inside of the bee yard may have “drifted” into and were welcomed by the outermost hives. This is a common bee yard problem and can be remedied by decorating the individual hives with dramatically different designs and widening the spacing between hives. Joana Donaher, the Community Apiary’s representative on the Commission, informed us there was enough room in the Apiary for 12 hives but did suggest a reorientation. By the end of FY2022 there were seven hives total.

The Community Garden continues to do semiannual soil tests and the spring and fall analyses were similar with high levels of calcium, low levels of magnesium, and no E.coli bacteria. The Community Garden encountered an unwelcome spring glitch when the compost it purchased proved to contain sizeable wood chips, some stone fragments, and bits of rope. These unusual items made it difficult for the Highway Department worker to till the compost into the soil. Working with the Town Manager’s office we are seeking some reimbursement for this less-than-adequate compost.

The Community Garden continues to innovate and showcase agricultural ideas that can benefit all of Westford. Sharon Chew, Chief Compost Officer of the Compost Committee, expanded efforts showing how different aeration methods can speed the breakdown of agricultural waste and yard leaves. The Compost Committee was supplied with leaves and generally supported by the Department of Public Works, headed by Parks and Grounds Operations Supervisor Jon Revis. We are thankful for their partnership and friendship.

# ANIMAL CONTROL DEPARTMENT

The Westford Animal Control Department provides all animal-related services to the Westford community. Our Animal Control Officers (ACOs) are responsible for enforcing the town's General Bylaw, Chapter 84, as well as Massachusetts General Laws, Chapter 140, Sections 136A through 176. Our officers respond to a variety of citizen requests for assistance, including dangerous and/or aggressive animal incidents, animal quarantine enforcement, noise and nuisance complaints, leash law complaints and enforcement, sick, injured or deceased animals, public encounters with wildlife, local barn and kennel inspection, conflict mitigation scenarios, and other resident needs.

**Eric Heideman**  
*Assistant Town Manager*

Animal Control Officers also complete the Massachusetts Department of Agriculture "barn book," which is a confidential listing of all privately owned chickens, horses, goats, pigs, donkeys, llamas, or any other non-domestic animal kept within the town. The list is then submitted to the Department of Agriculture for proper tracking of animals.

Our staff also works collaboratively with the Fire and Police Departments to assist with calls involving animals, such as motor vehicle accidents, fires, arrests, etc. Westford Animal Control Officers also have cooperative working relationships with other agencies such as the Massachusetts Society for the Prevention of Cruelty to Animals (MSPCA) and Massachusetts Environmental Police. Our officers also comply with yearly continuing education requirements mandated by the Commonwealth of Massachusetts.

## **Staff Directory**

Kirsten Hirschler, Animal Control Officer/Animal Inspector

John Greenhalge, Animal Control Officer

978-692-4574

Email: [animalcontrol@westfordma.gov](mailto:animalcontrol@westfordma.gov)

# BOARD OF ASSESSORS

## General Scope and Function

The Department of the Board of Assessors is comprised of three appointed Board members, and four full-time staff employees: Chief Assessor, Assistant Assessor, Records Supervisor, and a Senior Administrator.

The Office of the Board of Assessors is a value-based department. The Assessors are primarily responsible for determining the full and fair cash value of all real and personal property within the municipality.

Other duties of the Department include: administer motor vehicle excise tax, compile and submit the annual Tax Rate Recapitulation to the Department of Revenue (DOR) in conjunction with the Town Accountant, abate/exempt/ or defer taxes, defend established values on abatement applications and at Appellate Tax Board hearings, maintain tax assessment maps, and oversee the town’s overlay reserve account (an account established to fund abatements, exemptions, and unpaid taxes for the respective fiscal year).

Tax law intends for each taxpayer to pay an equitable share of the tax burden in proportion to the value of the property or asset. This is known as *ad valorem* tax, or according to value tax.

It is important to note that Assessors do not raise or lower taxes, nor do the Assessors set rate of taxation (tax rate). These determinations are made with the assistance of assessment values, but are decisions made outside the scope of the Assessing Department.

## FY 2022 – Interim Value Year

FY 2022 was an interim value adjustment year for the Town of Westford.

The Assessing Department did the following for value adjustments for this type of fiscal year:

- Real Property: Review, analyze, and if necessary, adjust current value assessment levels, using primary source data such as sales within the town for residential properties, and sales and income and expense information returns for commercial and industrial property. Review of secondary source data is also used. Secondary sources are local builders, local real estate agents, subscription services, and sale and assessment information from other towns or cities.
- Personal Property: Review, analyze, and adjust asset values based on Form of List asset returns. Assets are placed in the assessment system based on replacement cost and depreciated using schedules based on asset type.
- In addition to the above analyses, the department does the following: continues with annual cyclical inspections of both real and personal property accounts, adjusts assessing map/GIS, updates real property per building permit inspections, updates website, processes abatement applications, processes personal exemption applications, processes tax deferral applications, and processes motor vehicle abatement applications. The culmination of the real and personal property analysis is the submission of the real property sales and statistical work to the Department of Revenue Division of Local Services for value approval.
- The interim value years occur every four years with the fifth year being a certification year per the Department of Revenue Division of Local Services standards. Assessors review market information and adjust values according. Consequently, one of the

**William G. Naser**  
*Chief Assessor*

**Titus Palmer**  
*Chair*

**David J. Flanagan**  
**Diane Holmes**  
*Board Members*

## BOARD OF ASSESSORS—CONTINUED

main duties of the DOR Bureau of Local Assessment is to review and approve each municipality's property values each year, to ensure that values are at full and fair market value, and uniform valuation and industry standards are met or exceed Department of Revenue assessment standards.

- Residential properties are generally valued and adjusted based upon market sales that occurred in calendar year 2020.
- Commercial and industrial properties are generally valued and adjusted based upon the following: market rental income, market rental expense, market vacancy rates, and area income capitalization rates in calendar year 2020.
- Personal property is generally valued and adjusted based upon asset description, condition, replacement cost new, year purchased, and asset depreciation schedule, as of the assessment date.

### Tax Rate Summary

The total amount to be raised through taxation (tax levy) is calculated after all other sources of revenue and total expenses for the town are known. The levy for FY 2022 was \$88,115,909.60. The Department of Revenue approved a single tax rate of \$16.12 per \$1,000 of value for all real and personal property.

### Summary

FY 2022			
PROPERTY CLASS	PARCELS/ ACCOUNTS	TAXABLE ASSESSED VALUATION	PERCENT OF TOTAL VALUATION
RESIDENTIAL	8,545	4,844,861,061	88.6%
OPEN SPACE	0	—	—
Total Residential and Open Space	8,652	4,844,861,061	88.6%
COMMERCIAL	267	304,329,449	5.6%
INDUSTRIAL	110	203,862,405	3.7%
PERSONAL	250	113,194,579	2.1%
Total Commercial, Industrial, Personal	627	621,386,433	11.4%
TOTALS	9,279	5,466,247,494	100.0%
RE EXEMPT VALUE	495	426,977,200	-

**Real Estate** The real estate market in Westford saw increasing values in FY 2022. Residential, commercial, and personal property values all saw varying percentage increases.

A public hearing was held on November 9, 2021 in which the Select Board chose a single tax rate. The Department of Revenue then approved the tax rate as previously stated.

**BOARD OF ASSESSORS**—CONTINUED

**Other items**

ITEM	NUMBER	TAX DOLLAR AMOUNT
Motor Vehicle Committed Excise Tax	21,213	\$3,676,792.58
Real Estate Abatement applications granted	6	7,997.13
Real Estate Exemption applications granted	169	271,317.36
Real Estate Tax Deferral applications granted	19	95,226.29
Community Preservation Act applications granted	140	19,803.17

FY 2022 was the inaugural year for the Town of Westford special real estate exemption program created by the Senior Low-Income Disabled Tax Relief Committee (SLIDTR) through the state legislature. The Board received 27 applications and approved 13 applications totaling \$18,844.79.

Property values, tax assessment maps, and FAQ’s relating to various functions of the Assessing Department can be found on the town assessing page: [westfordma.gov/383](https://westfordma.gov/383).

Please feel free to call, email, or visit the office if you have any questions regarding your property value or the assessment process.

# BRUCE FREEMAN RAIL TRAIL

## **The Bruce Freeman Rail Trail is Growing Longer!**

All is going well along the Bruce Freeman Rail Trail in Westford (BFRT). Used in all seasons, our town crews keep it clear of leaves and pine needles in the fall and mowed on the sides in the summer. Westford does not plow in the winter (like the other towns along the BFRT) so that people can cross-country ski and snowshoe when the snow is sufficient. Work funded through a Massachusetts Trails Grant to repair root incursion cracks and bumps in Westford between Griffin and Acton Roads will be completed this fall.

Work on Phase 2B of the trail, the “flyover” Route 2 bridge that will connect the trail in Acton to the trail in West Concord, should be complete by fall 2022.

**Michelle Collett**  
*Recreation Director*

**Andrea Peraner-Sweet**  
*Liaison, Select Board*

**Chris Barrett**  
**Emily Teller**  
*Westford Board Members,  
Friends of the Bruce  
Freeman Rail Trail, Inc.*



The Commonwealth has approved funding for construction of Phase 2D of the BFRT that will extend the trail 4.4 miles from the tunnel at Powder Mill Road, Concord, to Station Road, Sudbury, where it will intersect with the east-west Mass Central Rail Trail. Community Preservation Act (CPA) funds were approved at Sudbury’s May Town Meeting to extend the BFRT along the former CSX rail corridor one-quarter mile from Station Road to Route 20, Sudbury’s commercial district. The CPA funds include a feasibility study for the remaining 1.1 miles of CSX corridor, from Route 20 to the Framingham city line. Framingham is aggressively moving to acquire its three-mile section of CSX corridor beginning at the Sudbury line, to further extend the BFRT into Framingham.

The City of Lowell is working on northern progress of the BFRT, spearheading a project called the Connector Trail. This will be a 0.35-mile paved path extending the BFRT from Industrial Avenue northward, under the Lowell Connector highway, and continuing to the Meadow Brook Shopping Center where Target is located. This trail will provide the only direct path between historic Lowell neighborhoods (that were divided by the Lowell Connector highway more than 50 years ago) and employment and recreation opportunities to the south. In the long term, this section of trail will be a link connecting the BFRT’s

## BRUCE FREEMAN RAIL TRAIL—CONTINUED

northern terminus, the 5.2-mile system of downtown Lowell Canalway trails, the Concord River Greenway, and the Merrimack River Trail to New Hampshire, closing one of the very last remaining gaps in the regional 200-mile Bay Circuit Trail. The City hopes that the section under the Lowell Connector will become an Outdoor Urban Art Gallery, a destination that local residents and visitors will enjoy visiting because of its art. Ideally, this section will become the first permanently sanctioned aerosol art area in Massachusetts.

### **Hollywood Comes to Westford**

In the fall of 2021, adjacent to the BFRT in Westford, Warner Brothers filmed part of a movie based on Stephen King's novel *Salem's Lot*. One of the film's producers grew up in Westford and remembered riding his bike around town, so he knew the perfect location for a pivotal scene in this film. The set was constructed to represent a drive-in movie location and included a ticket booth, concession stand, and configuration for 79 "antique" cars. The Conservation Commission ensured that the site work would protect nearby habitat. Also, the location manager assured the commission that users of the BFRT would be protected from vehicle traffic where access to the set crossed the BFRT and that Warner Brothers would fund a police officer during filming.

### **Gratitude to Town Boards and Staff**

Many people in Westford are dedicated to the Bruce Freeman Rail Trail and to the all-ages and abilities' recreation it enables, to connection to the outdoors, and to connection to others on this rail trail, especially during another COVID year. Staff in the Engineering Department, especially Paul Starratt, the Parks and Recreation Commission, Recreation Department, and workers for both the Recreation and the Highway Departments all deserve recognition and thanks for what they do all year in support and maintenance of the BFRT. The Select Board and Jodi Ross also are always interested and helpful about the BFRT.

### **Events Must Be Registered**

Organizations planning an organized event on the BFRT need to register it on the BFRT website with at least 60 days advance notice. This form is used by the towns to ensure event organizers have adequately planned for the event, to reduce the chance that multiple large events will be held on the same section of trail on the same day, and to provide a consistent set of questions/answers and guidance for all municipalities impacted by the event. To register an event, go to [brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration/](https://brucefreemanrailtrail.org/bruce-freeman-rail-trail-event-registration/).

### **Would You Like to Know More?**

The Friends of the Bruce Freeman Rail Trail, Inc. maintains a website that has maps with parking and bathroom information for the trail, as well as construction updates for future phases. There are also links on this site with information and directions to help you find and use the many other rail trails in New England: [brucefreemanrailtrail.org/](https://brucefreemanrailtrail.org/)

The FBFRT is also on social media: [facebook.com/brucefreemanrailtrail](https://facebook.com/brucefreemanrailtrail) and [twitter.com/friendsofbftt](https://twitter.com/friendsofbftt).

# BUILDING DEPARTMENT

## Mission Statement

The mission of the Building Department is to ensure the health, safety and welfare of the town's residents and visitors through the enforcement of state and local laws, bylaws, and regulations.

**Henry Fontaine**  
*Building Commissioner*

The Building Department is charged with the enforcement and interpretation of the Commonwealth of Massachusetts State Building Code 780 CMR (Code of Massachusetts Regulations) and the Access Regulations, 521 CMR, as adopted, Westford Zoning Bylaws, and Chapter 40A of Massachusetts General Laws. In addition, the 2015 International Building Code, 2015 International Residential Code, 2015 International Existing Building Code, 2015 International Fire Code, 2015 International Mechanical Code, 2018 Energy Conservation Code along with 780 CMR Amendments collectively remain the code that we enforce.

The Building Department enforces compliance with conditions of approval on Variances and Special Permits granted by the Zoning Board of Appeals and assists with enforcement of Planning Board conditions of approval. The Building Department issues permits for all construction regulated by the State Building Codes and performs all related inspections.

## Projects

Some of the projects involving the Department in FY 2022:

- Balsam Circle (formerly 21 and 23 Carlisle Road)
  - 17 market-rate age-restricted units (55 years or older)
  - 7 affordable age-restricted units (62 years or older)
  - Certificates of Occupancy issued to all units
- Cloverleaf Lane (formerly 22 Griffin Road)
  - 6 single-family dwellings
- Annmarique Way (formerly 85 Carlisle Road, approved in 2006)
  - 3 single-family dwellings
- Former Hicks property 124 Main Street
  - 118, 120, and 122 Main Street-3 single-family dwellings
  - 124 Main Street-Units 1 and 2
  - 128 Main Street-Units 1 and 2
  - 132 Main Street-single-family dwelling
  - 134 Main Street-single-family dwelling
- Diane Lane (formerly 0 and 37 Carlisle Road)
  - 8 single-family dwellings – site work and infrastructure started FY 2022
- Colonel Rolls Drive (formerly 0, 19, 33, and 35 Hartford Road)
  - 8 single-family dwellings – site work and infrastructure started FY 2022
- Spalding Hill Estates off St Augustine Drive (formerly Map 040 Parcel 0017 0000)
  - 27 single-family dwellings – site work and infrastructure started FY 2022

## Permits

The Building Department issued 3,556 permits and collected permit fees totaling \$708,892.38 in FY 2022.

There was an increase of solar permits to 144, some to include Energy Storage Systems (ESS), also called Powerwalls.



## BUILDING DEPARTMENT – CONTINUED

Permit Type	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<i>Certificates of Inspection</i>	60	62	67	65	67	70	69	66
<i>Commercial</i>	107	96	83	92	87	81	46	52
<i>Curb Cut/Driveway</i>	38	45	54	46	52	44	59	50
<i>Demolition</i>	14	15	8	16	8	9	11	10
<i>Electrical</i>	775	852	719	742	869	803	954	964
<i>Gas</i>	460	523	499	548	649	551	643	550
<i>Plumbing</i>	418	440	406	407	505	424	438	413
<i>Residential</i>	808	1014	777	762	940	899	1217	1139
<i>Sheet Metal Mechanical</i>	81	83	57	70	94	87	64	74
<i>Sign</i>	23	21	25	27	23	11	22	20
<i>Solar</i>	0	0	0	0	0	0	98	144
<i>Tent</i>	50	28	34	33	30	22	38	31
<i>Trench</i>	94	92	67	67	39	13	49	34
<i>Wood Stove</i>	19	17	9	17	11	7	7	9
<b>Total</b>	2947	3288	2805	2892	3374	3021	3617	3556

This year the Building Department started Online Permitting to include electrical, plumbing, gas, roof, windows, doors, siding, insulation/weatherization/air sealing, and certificates of inspections. Please go to the Building Department website and review online permitting at [westfordma.gov/building](http://westfordma.gov/building) or call 978-692-5527 for more information.

The Building Department staff:

Henry Fontaine – Building Commissioner/Zoning Enforcement Officer

Ernie Chiavarini – Local Building Inspector

Tina Landry – Records Supervisor II

Dennis Kane, Jr. – Electrical Inspector

Gary Belinsky and Jeff Valcourt – Alternate Electrical Inspectors

Don Morash – Plumbing/Gas Inspector

Michael Muise and Scott Taft – Alternate Plumbing and Gas Inspectors

## BYLAW REVIEW COMMITTEE

The Committee's webpage contains general information about the Committee and links to the guidelines for proposing bylaw amendments and to Town Meeting timelines. The page can be accessed on the town's website: [westfordma.gov/415](http://westfordma.gov/415).

Anyone seeking formatting advice for proposed general bylaws is encouraged to contact the Town Clerk, who is happy to help residents navigate the process of drafting and formatting bylaws.

The Committee may also be contacted through the Town Clerk's office, 978-692-5515 or [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov).

**Jean Croteau**  
**Joan Croteau**

**Patricia Dubey**  
*Town Clerk*

# CAPITAL PLANNING COMMITTEE

The Capital Planning Committee was formed in December 2008 by the Town Manager and has spent the past 13 years reviewing and prioritizing capital needs throughout the town. This Committee’s purpose is to provide an objective and consistent forum whereby all the town’s capital requests can be planned, prioritized, and recommended. The Committee works closely with all town departments to ensure that their capital requirements for the immediate year and longer term are understood and documented, leading to a recommendation to the Town Manager, Select Board, Finance Committee, and ultimately Town Meeting as to how to best spend the resources that the town has for capital expenditures.

In completing its task for FY 2022, the Committee heard from each department and prioritized the requested projects. For the October 16, 2021 Special Town Meeting, the Committee recommended a \$785,000 capital plan, with \$290,000 from free cash to fund three capital requests, an additional \$25,000 from water enterprise retained earnings to fund the Depot Street well design, and \$470,000 from free cash to be transferred to the Capital Stabilization fund.

For the June 11, 2022 Annual Town Meeting, the Committee’s recommendation totaled \$6,745,796. This resulted in the allocation of \$1,541,796 from free cash and \$49,000 from ambulance enterprise retained earnings to fund 16 capital requests. Town Meeting also approved \$425,000 from water enterprise retained earnings for the Depot Street well replacement and the Forge Village water treatment plant dehumidifier replacement. In addition, Town Meeting authorized the borrowing of \$1,040,000 to upgrade the public safety radio system to fully digital, \$670,000 for the construction of the Plain Road Phase 1 pedestrian safety improvements, \$1,100,000 for HVAC energy conservation and related building improvements at the Cameron Senior Center, and \$500,000 for the design of the 185 North Main Street culvert, the 40 Forge Village Road culvert, and the Cold Spring Road culvert near Old Homestead Road. The debt payment for the culvert design projects will be funded by the stormwater enterprise fund.

Town Meeting also approved the allocation of \$580,000 from the capital stabilization fund for the purpose of designing, constructing, furnishing, and equipping a new fire training facility at 60 Forge Village Road, with \$75,000 of the appropriation being deposited into a newly formed stabilization fund for the possible future relocation of the training tower. Lastly, \$80,000 from free cash was transferred to the capital stabilization fund. In total, \$6,745,796 worth of capital equipment and projects were approved in FY 2022.

- Paul Hajjar**  
*Chair, At Large Member*

**Dan O’Donnell**  
*Vice-Chair, Finance Director*

**Chris Barrett**  
*Parks and Recreation Committee and  
Pedestrian Safety Committee*

**Christopher Chew**  
*Superintendent of Schools*

**Heather FitzPatrick**  
*Finance Committee*

**Kristina Greene**  
*Finance Committee (Alternate)*

**Mark Kost**  
*At Large Member*

**Patricia Leonhardt**  
*School Finance Director (Alternate)*

**Tom Mahanna**  
*Permanent Town Building Committee*

**Jodi Ross**  
*Town Manager*

**Anite Tonakarn-Nguyen**  
*Select Board*

**Valery Young**  
*School Committee*

CAPITAL PLANNING COMMITTEE—CONTINUED

As we move forward, the Committee will look to further enhance its communication process with town departments, work more closely with other committees and commissions to ensure that their capital needs are fully understood and are undertaken with the proper prioritization, continue to enhance the justification requirements for capital, and whenever possible, ensure that a cross-section of needs are evaluated in a consistent manner (for example, vehicle and truck replacements). Additionally, the Committee will help the town understand the tax impact of capital expenditures and consider the relative need, timing, and cost of each capital expenditure, including methods of financing, possible federal or state aid or grants, the cost of maintaining the facility or equipment, and the effect each capital expenditure may have on the financial condition of the town.

October 16, 2021 Special Town Meeting Capital Appropriations

ARTICLE 6: Approve Fiscal Year 2022 Capital Appropriations

**First Motion:** (Majority Vote Required)

It was voted and passed by a majority vote that the Town appropriate from Free Cash the sum of \$290,000 (TWO HUNDRED NINETY THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

DEPARTMENT	AMOUNT	PURPOSE
Public Buildings	\$100,000	Cameron Senior Center HVAC system design, including costs incidental and related thereto
Fire Department	\$100,000	Rogers Fire Station Roof Replacement, including costs incidental and related thereto
School Department	\$90,000	Schematic Design and other costs related to the Blanchard Middle School Roof Replacement, including costs incidental and related thereto

And further,

It was voted and passed unanimously that the Town appropriate from Water Enterprise Retained Earnings the sum of \$25,000 (TWENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto;

DEPARTMENT	AMOUNT	PURPOSE
Water Enterprise	\$25,000	Depot Street Well Design, including costs incidental and related thereto

**Second Motion:**

It was voted and passed by a unanimous vote that the Town appropriate from Free Cash the sum of \$470,000 (FOUR HUNDRED SEVENTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

CAPITAL PLANNING COMMITTEE — CONTINUED

June 11, 2022 Annual Town Meeting Capital Appropriations

ARTICLE 4: Approve Capital Appropriations

**First Motion:** (Majority Vote Required)

It was voted and passed by the majority that the Town appropriate from Free Cash the sum of \$1,492,796 (ONE MILLION FOUR HUNDRED NINETY-TWO THOUSAND SEVEN HUNDRED NINETY-SIX DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Technology	\$46,000	Town computer replacements
Technology	\$106,796	School computer replacements
Technology	\$193,000	Network upgrades
Technology	\$102,000	Server & storage replacements
Schools	\$250,000	Central office feasibility and redistricting study
Schools	\$90,000	Replacement refrigerator and freezer at the Rita E. Miller School
Schools	\$56,000	Mail courier vehicle, purchase and equip
Schools	\$49,000	Replacement truck with plow, purchase and equip
Engineering	\$100,000	Boston Road appraisals
Engineering	\$45,000	Design: West Street at East Prescott Street pedestrian safety improvement
Engineering	\$40,000	Design and construction: Carlisle Road at Jack Walsh Recreation Area pedestrian improvements
Engineering	\$70,000	Design: Plain Road Phase II pedestrian safety improvements
Highway	\$65,000	One-ton dump with plow, purchase and equip
Wastewater	\$270,000	Lloyd G. Blanchard Middle School wastewater treatment plant rehabilitation
Library	\$10,000	Cost estimating for the J.V. Fletcher Library renovation and expansion project

And further,

That the Town appropriate from Water Enterprise Retained Earnings the sum of \$425,000 (FOUR HUNDRED TWENTY-FIVE THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Water Enterprise	\$275,000	Depot Street well replacement
Water Enterprise	\$150,000	Forge Village water treatment plant dehumidifier replacement

CAPITAL PLANNING COMMITTEE — CONTINUED

That the Town appropriate and transfer from Free Cash the sum of \$49,000 (FORTY-NINE THOUSAND DOLLARS) and from Ambulance Enterprise Retained Earnings the sum of \$24,000 (TWENTY-FOUR THOUSAND DOLLARS) to provide for the following capital requests and costs incidental and related thereto:

<i>DEPARTMENT</i>	<i>AMOUNT</i>	<i>PURPOSE</i>
Ambulance Enterprise	\$73,000	Two rescue boats, purchase and equip

**Second Motion:** (2/3 Majority Vote Required)

It was voted electronically and passed with the required 2/3 majority of 201-yes and 43-no votes that the Town appropriate the sum of \$1,040,000 (ONE MILLION FORTY THOUSAND DOLLARS) to upgrade the public safety radio system to fully digital, including costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Third Motion:** (2/3 Majority Vote Required)

It was voted electronically and passed with the required 2/3 majority of 211-yes and 29-no votes that the Town appropriate the sum of \$670,000 (SIX HUNDRED SEVENTY THOUSAND DOLLARS) for the construction of the Plain Road Phase 1 pedestrian safety improvements, including costs incidental and related thereto, and to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

**Fourth Motion:** (2/3 Majority Vote Required)

It was voted electronically and passed with the required 2/3 majority of 214-yes and 21-no votes that the Town appropriate the sum of \$500,000 (FIVE HUNDRED THOUSAND DOLLARS) for the design for the replacement of the 185 North Main Street culvert, the 40 Forge Village Road culvert, and the Cold Spring Road culvert near Old Homestead Road, including costs incidental and related thereto, and to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor. While said borrowing will be issued as a general obligation of the Town payable from any and all revenue sources, it is the Town’s intent that the debt service for this borrowing be paid for in the first instance from the Stormwater Enterprise fund.

**Fifth Motion:** (Majority Vote Required)

It was voted and passed by the majority that the Town appropriate from Free Cash the sum of \$80,000 (EIGHTY THOUSAND DOLLARS) and transfer said amount to the Capital Stabilization Fund.

## CAPITAL PLANNING COMMITTEE—CONTINUED

### **ARTICLE 6: Appropriate Funding for the Cameron Senior Center HVAC Project and Enter into an Energy Management Services Agreement**

#### **First Motion:** (2/3 Majority Vote Required)

It was voted electronically and passed with the required 2/3 majority of 188-yes and 53-no votes that the Town appropriate the sum of \$1,100,000 (ONE MILLION ONE HUNDRED THOUSAND DOLLARS) for HVAC energy conservation and related building improvements at the Cameron Senior Center, including all costs associated with designing the project, developing bid specifications, procurement, building renovation and installation and all other costs incidental and related thereto, and that to meet this appropriation, the Town Treasurer, with the approval of the Select Board, is hereby authorized to borrow said amount under and pursuant to [MGL c. 44, Section 7](#), or any other enabling authority, and to issue bonds or notes of the Town therefor.

#### **Second Motion:** (2/3 Majority Vote Required)

It was voted and passed by the majority that the Town authorize the Town Manager to enter into an Energy Management Services Agreement with Ameresco, Inc., and/or any other qualified and certified entity, in accordance with [MGL c. 25A](#), for a term of up to twenty (20) years for the purpose of making said energy conservation and energy related improvements and guaranteeing the projected financial savings from those improvements, upon such terms and conditions as the Select Board may determine.

### **ARTICLE 7: Appropriate Funding for the Construction of a New Fire Training Facility and Establish a Stabilization Fund for the Possible Future Relocation of the Training Tower**

#### **Motion:** (2/3 Majority Vote Required)

It was voted electronically and passed with the required 2/3 majority of 189-yes and 32-no votes that the Town transfer from the capital stabilization fund the sum of \$505,000 (FIVE HUNDRED AND FIVE THOUSAND DOLLARS) for the purpose of designing, constructing, furnishing and equipping a new fire training facility located at 60 Forge Village Road; and to vote, in accordance with [MGL c. 40, Section 5B](#), to establish a special purpose stabilization fund to be known as the “Fire Training Facility Stabilization Fund” for the purpose of funding the possible future relocation of said fire training facility should it no longer be needed on said property or if the training facility is deemed to interfere with the use of the land for water supply purposes and to transfer from the capital stabilization fund the sum of \$75,000 (SEVENTY FIVE THOUSAND DOLLARS) to fund said special purpose stabilization fund.

# CEMETERY COMMISSION

The Westford Board of Cemetery Commissioners is appointed by the Town Manager to three-year terms. The Commission sets policy for and advises the Cemetery Department in the operation and management of all public burial grounds within the town of Westford. Commission meetings are typically held monthly.

**Lisa Groves**  
*Chair*  
**Jennifer Johnson**  
**Mary D. Lyman**  
**Terry Stader**

The Cemetery Department operates out of the administrative office and maintenance garage located within the Pine Grove Cemetery, 68 Forge Village Road. Working closely with the Commission, department staff is responsible for day-to-day operations, including maintenance and preservation of five active cemeteries and one historic burial ground, comprising approximately 30 acres; sales and records of grave lots and columbarium (cremation) niches; interments; organizing cemetery events, such as Memorial and Veterans Day observances; and responding to genealogical research and other cemetery-related inquiries. The Town Clerk retains permanent records of death certificates and burial permits.

The Cemetery Commission would like to acknowledge and thank the town departments, residents, and volunteer organizations with whom we work to provide quality cemetery services to our community.

### Commission and Staff Changes

Paul F. Murray resigned from the Cemetery Commission in November 2021. The Commission wishes to thank Paul for his years of dedication to improving Westford’s cemeteries. Cemetery Director Jim Duane resigned from his position in February 2022. The Commission wishes to thank Jim for his direction during a very busy time for the Cemetery Department. Upon Jim’s departure, the Cemetery Department was moved into the Department of Public Works under the capable leadership of Department of Public Works Director Steve Cronin.

Cemetery Supervisor Dick Nawoichik retired on June 30, 2022, after 28 years of employment in Westford. The Cemetery Commission and department honored Dick at our June 14, 2022 meeting, expressing appreciation for his dedication to serving Westford’s residents and veterans with care and compassion, maintaining beautiful cemetery grounds for all to enjoy, supporting the effort to offer green burial, and so much more. We wish Dick a long, happy, and healthy retirement, surrounded by his children and grandchildren.

### Pine Grove Cemetery Expansion

Busy Bee Nursery, of Jefferson, MA, completed the construction of the Pine Grove Cemetery Expansion Project, which resulted in the addition of two new sections, Section I and Section X. The new sections contain 988 additional grave spaces, comprised of 221 single grave lots, 258 two-grave lots, 21 three-grave lots, 10 four-grave lots, and 148 Green Burial lots. The completed project also includes a paved horseshoe access drive connecting the new sections to existing internal driveways, native species landscape plantings, a widened portion of the existing cemetery roadway, and the town’s first designated Green Burial section. The Cemetery Department began selling lots in the new sections in March 2022.

### Green Burial

Green burial, also referred to as natural burial, is an ecologically-friendly burial option, in which the deceased are shrouded or casketed in bio-degradable materials without embalming, and no vaults are placed in the grave. In April 2022 the Cemetery Commission



# CEMETERY COMMISSION — CONTINUED

and department staff produced a booklet entitled *Green Burial in Westford: General Information and Guidelines*, to help educate the public about the green burial option. Two green burials were performed in the new section at Pine Grove Cemetery shortly after opening in May 2022.

## Review of Fees and Residency Requirements for Purchasing Grave Lots

After a thorough review process, the Cemetery Commission approved an increase of Westford’s fees for grave lots and services in November 2021.

## Veterans Observances

Our veterans buried throughout the town cemeteries were recognized and honored with the placement of a U.S. Flag at their gravesites just prior to Memorial Day. The flags remained in place until they were removed and replaced with holiday wreaths, donated by public contributions to the Westford Wreaths Across America effort, in December.

## Commemoration of Westford’s DAR Chapter-Founding Regent Bernice Gould Picking

Members of Westford’s Colonel John Robinson Chapter of the Daughters of the American Revolution, the DAR State Regent, and friends gathered at Wright Cemetery on May 14, 2022 to honor their founding regent, Bernice Gould Picking. They commemorated the 75<sup>th</sup> anniversary of the Chapter’s founding, officially begun on January 22, 1947, and read the names of the fifteen original members. A reception followed at Good Pickin’ Farm, where Bernice had lived her entire life.



SALE/BURIAL/PERMIT HISTORY	FY 2022	FY 2021	FY 2020
<i>Sale of Burial Lots</i>	48	48	34
Single graves	23	28	21
2-grave lot	13	16	8
3-grave lot	1	2	1
4-grave lot	1	0	2
Green Burial lot	8		
Urn garden lot	0	0	1
Columbarium	2	2	1
<i>Burials/Openings</i>	53	62	43
Full (conventional) burials	24	34	23
Green burials	2		
Urn burials	27	28	20
<i>Monument Permits</i>	33	36	25

Cemetery Commission webpage: [westfordma.gov/264](https://westfordma.gov/264)

## CEMETERY COMMISSION — CONTINUED

### **Cemetery Staff**

Director – Stephen Cronin

Cemetery Supervisor – Richard Nawoichik

Senior Administrative Assistant – Heather Monahan

Heavy Equipment Operator – Connor Mendes

Administrative Office – 68 Forge Village Road

Cemetery Department webpage: [westfordma.gov/1055](http://westfordma.gov/1055)

# CLEAN ENERGY AND SUSTAINABILITY COMMITTEE

The Committee’s mission is to guide the town of Westford to a future where, by 2050, net emissions of carbon dioxide and other greenhouse gases attributable to all sources in town are zero. The Committee is charged with identifying short-and long-term energy goals; facilitating research studies, projects, and collaborations; enlisting the support of residents and businesses; recommending changes to laws and regulations; seeking state and local funding; and recommending any other actions necessary for Westford to achieve net zero carbon emissions by 2050. As part of this mission, the Committee will work with other town committees that have an impact on energy use and sustainability to provide advice and expertise on increasing energy efficiency and maximizing the use of clean, renewable energy.

- Mike Berlinski**  
*Chair*
- Joan Croteau**  
**Gerry DiBello**  
**Katharine Hinkle**  
**Erika Kohl**  
**Beth Perkins**  
**Matthew Riebert**  
**Nick Schott**  
**Thomas Teller**  
**Sue Thomas**  
**Mark Tincknell**

During FY 2022, the Committee finalized and published a first version of a Climate Roadmap to guide the town to a net zero future by 2050. The Roadmap includes a town-wide Greenhouse Gas (GHG) Inventory to show where we have been. The Roadmap also includes an action plan for reducing GHG emissions in our buildings, transportation, and electric power supply to achieve the town’s goal. Committee members conducted numerous meetings to present the Roadmap to town committees, boards, and other community groups, and requested feedback. More information on the Roadmap can be found at this website: [westfordma.gov/1415](https://westfordma.gov/1415).

The Committee also continued to coordinate with other town committees and boards regarding municipal building projects. We worked with the Permanent Town Building Committee on the Cameron Senior Center HVAC project and the 51 Main St. project, and with the J.V. Fletcher Library Board of Trustees on the Library renovation. The Committee also collaborated with town staff and committees to develop a set of sustainable municipal building objectives that were provided to the Library Expansion Building Committee, and which will be provided to all future municipal building project teams.

The Committee helped advance the effort to perform an ongoing comprehensive energy audit of town buildings and to engage an energy services company (known as an ESCO) to potentially engage in a future town-wide energy savings performance contract, which would achieve significant energy use and cost savings for the town.

The Committee supported efforts by town staff to apply for various energy-and sustainability-related grants, including one awarded for a Sustainability Coordinator, who can work to advance Westford’s sustainability goals to be equitable, resilient, and zero waste.

Website: [westfordma.gov/299](https://westfordma.gov/299)

# COMMUNICATIONS ADVISORY COMMITTEE

The Communications Advisory Committee was resuscitated in June 2021 by the Select Board appointing four of five open positions.

The primary duty of the Committee is to “ascertain” Westford’s cable-related needs and review past performance of Verizon New England Inc. and Comcast prior to license renewal for Verizon’s license on October 26, 2022 and Comcast’s license renewal on August 31, 2025.

**Robert Jefferies**  
*Chair*

**Michael Wells**  
*Secretary*

**Robert Rafferty**  
**Thomas Spuhler**  
**Milind Tamaskar**

The loss of a hometown newspaper, the decline of landline telephones, and the loss of cable TV subscriptions coupled with the rise of cell phones, emailing, texting, tweeting, and other forms of internet information systems have so balkanized communication and information transmission that the town is facing increasing problems of informed communication, especially in emergency and critical declarations. An informed citizenry is necessary for building community!

The COVID-19 pandemic revealed the extent of communication capability lost by these changes. Cable TV’s public, entertainment, and government (PEG) communications access, coupled with WestfordCAT’s coverage of and posting to YouTube, enabled communications and attendance at meetings by remote viewing to continue keeping the citizenry informed. The erosion in funding for cable TV and the prohibition of charging a fee for internet services have impaired the ability of the town to continue informing the public.

To this end the committee:

1. has surveyed and interviewed heads of departments and committees to ascertain how well the government believes it is communicating and how future needs are viewed.
2. is trying to determine how the town’s people see the communications from government departments and committees.
3. has sought to discover the future needs of cable TV in terms of equipment and funding in anticipation of fulfilling town communication needs.
4. is also exploring alternate means of providing necessary communications by town government.
5. is seeking to ensure that emergency, educational, school, and general government information flows directly to citizens.

Our goal is to ensure that the news of when, what, and where events have occurred or will occur are delivered in a timely manner that strengthens the ties that create community.

# COMMUNITY PRESERVATION COMMITTEE

The Community Preservation Act (CPA) allows Westford to preserve our community character in the areas of open space, community housing, historical resources, and land for recreational use. Westford taxpayers pay a 3% property tax surcharge to fund such community preservation projects.

**FY 2022 Community Preservation Funds:  
\$3,115,445**

The state offers matching grants from the Community Preservation Trust Fund, whose revenue is generated from designated fees at the Registry of Deeds. Because Westford set the CPA property tax surcharge at 3%, the town is eligible for additional funds from the state that other communities may not be eligible for. Westford received a 46.9% state match of \$911,762 on November 30, 2021 and \$103,987 on January 21, 2022. This was more than the state match from the prior year, which was a total of \$636,005. However, the state match can vary significantly from year to year depending on state funding availability.

In FY 2022, Westford locally raised \$2,099,696 in Community Preservation funds.

The Community Preservation Fund currently has four bonded projects: The Town Hall renovation, the Roudenbush renovation, the Westford Academy amenities building, and the Adams property land acquisition. The Town Hall renovation debt was refunded in FY 2019, due to favorable interest rates and runs until FY 2030. The Roudenbush renovation was bonded in FY 2020 and runs until FY 2039. The Westford Academy amenities building was bonded in FY 2022 and runs until FY 2042. The Adams property land (63 Main Street) acquisition was bonded in FY 2019 and runs until FY 2039.

3% Community Preservation property tax surcharge .....	\$2,164,286
Investment income (loss) .....	(\$71,512)
Interest on late tax payments .....	\$6,922
Local FY 2022 Community Preservation total.....	<b>\$2,099,696</b>
<u>State Match .....</u>	<u>\$1,015,749</u>
<b>TOTAL FY 2022 Community Preservation Funds .....</b>	<b>\$3,115,445</b>

**At the Annual Town Meeting on June 11, 2022, the Community Preservation Committee (CPC) appropriated:**

- \$332,874 from Undesignated Fund Balance to the Community Housing Reserve
- \$190,000 from Undesignated Fund Balance for future Conservation Trust Fund Open Space Land Acquisitions
- \$5,940 from Undesignated Fund Balance for the installation of bike racks at various Town facilities and any other related costs
- \$176,450 from Undesignated Fund Balance for the Healthy Lakes and Ponds Treatment and Water Quality Improvement Program and any other related costs

**Kathleen Healy**  
*Chair (At-Large)*

*Committee representation*  
**Marilyn Frank**  
*Vice-Chair*  
*Conservation Commission*

**Chris Barrett**  
*Parks and Recreation Commission*

**Diane Holmes**  
*Housing Authority*

**Dylan O'Connor**  
*Planning Board*

**Robert Stafford**  
*Historic Commission*

*At-Large Members*  
**Robert Jefferies**  
**Christine MacMillan**  
**Bob Price**

## COMMUNITY PRESERVATION COMMITTEE — CONTINUED

- \$41,415 from Undesignated Fund Balance for the Jack Walsh tennis and basketball court improvement design and any other related costs
- \$75,000 from Undesignated Fund Balance for the Parkerville Schoolhouse roof restoration project and any other related costs
- \$139,707 from Undesignated Fund Balance for the Colonel John Robinson School playground play structure replacement and any other related costs
- \$189,000 from Undesignated Fund Balance for the Robinson tennis courts and any other related costs
- \$15,000 Community Preservation Committee administrative expenses

Community Preservation Committee administrative funds are used for expenses such as copying, public hearings, legal opinions, annual dues, and approximately 230 hours of professional staff support per year to assist in coordination and administration of CPC projects. These expenses are appropriated annually as unused expense funds are returned to the Undesignated Community Preservation Fund Balance.

### **Appreciation**

The Community Preservation Committee would like to recognize town staff, boards, and officials for their valuable input concerning the use of CPA funds and Westford's community needs. Most importantly, the Committee would like to thank the people of Westford for their generous support of our town and community.

## COMMUNITY WELLNESS

Community Wellness is a new department for the town of Westford in FY 2022. Through evaluation and data analysis the Town and School Safety Task Force determined the town was missing a supportive resource. The Community Wellness Coordinator position was created based on a recommendation from the Town and School and Safety Task Force.

The Community Wellness Coordinator provides outreach and education to the Westford community on availability of programming and services to support individual and family well-being. The Coordinator will increase overall awareness of both community supports by sharing wellness information and resources, with a focus on mental health and substance use disorder with community, town departments, schools, and community groups.

The new Community Wellness Coordinator, Nicole Laviolette, joined the town on May 31, 2022. Nicole comes to the town with 20 years of nonprofit social service experience. Nicole is knowledgeable in supporting individuals, families, and communities with their wellness needs.

During June 2022, the Community Wellness Coordinator met with most of the Town departments to learn about the departments and the town and to explore community wellness needs. In addition to the town departments, the Coordinator began meeting with local faith-based organizations and other town's Community Service Coordinators to learn from their community experiences.

Office: Town Hall, 55 Main Street

For more information about wellness resources and to learn more about the department, visit the Community Wellness webpage: [westfordma.gov/1487](https://westfordma.gov/1487).

**Nicole Laviolette**  
*Community Wellness  
Coordinator*



# CONSERVATION COMMISSION

The Conservation Commission is the town body responsible for administering the state Wetlands Protection Act and the local non-zoning wetlands bylaw to protect the town's wetlands and their resource values. The Commission also acquires and holds land on behalf of the town for protection of the town's natural resources and watersheds. The Commission manages these properties for conservation and passive recreation.

The Conservation Commission typically meets at 7:00 p.m. on the second and fourth Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public and are televised and recorded by Westford Community Access Television (WestfordCAT). The broadcasts can be viewed online. Throughout FY 2022, the Conservation Commission held 24 meetings, including one special meeting and one executive session. The Commission held several regularly scheduled meetings between January and March remotely via webinar due to the ongoing COVID-19 pandemic, with all others held in-person in Town Hall. The Commission works to continue to protect the wetland resources of Westford, prevent delays in the permitting process, and manage conservation land.

**Peter Mahler**  
*Chair*

**Eric Fahle**  
*Vice-Chair*

**Noelle Donovan**  
**Marilyn Frank**  
**Jim Gozzo**  
**Ann Jefferies**  
**Margaret Wheeler**

## **Wetlands Protection Act and Local Non-Zoning Wetlands Bylaw Administration**

The Commission routinely consulted with project applicants, residents, and other town boards and staff to administer the Massachusetts Wetlands Protection Act and the town's Non-Zoning Wetlands Bylaw. Projects that came before the Commission included:

- New construction of single-family dwellings, additions to existing dwellings, and decks and property improvements such as pools, sheds, and fences.
- Utility improvements at residential properties.
- Numerous additions and utility improvements at commercial properties.
- Issuance of Order of Conditions for the new Cloverleaf Fields subdivision (at 22 Griffin Road) and for a new condominium development of five detached single-family homes at 71 Powers Road. The Commission also issued an updated Order of Conditions for the Annmarique Way subdivision, originally approved in 2005 but not started other than partial construction of the roadway. During the public hearing process, the Commission protected numerous wetland resources on the sites and nearby watercourses through the development of special conditions pertaining to tree cutting and planting, renaturalization of disturbed areas within the buffer zone and Riverfront Area, no-disturb zone boundary, and runoff mitigation.
- Issuance of an Order of Conditions for Scout projects for footbridges over a stream on the Abbot School property, over a stream along the Acker-Dean-DeSilva Trail, and along the Tom Paul Trail on the Bixby Lane property. The Commission issued Certificates of Compliance for the footbridges over the Kloppenberg Trail and on the Bixby Lane property.
- Approval of an Abbreviated Notice of Resource Area Delineation for review of the wetland resources at 59 and 63 Hildreth Street.
- Issuance of an Order of Conditions for soil removal, evaluation, remediation, and stabilization at 12 North Main Street. The Commission found this limited project in a historic mill complex served to improve the property and protect the Stony Brook and downstream wetland resource areas.



## CONSERVATION COMMISSION — CONTINUED

- Continued hearings on the operation and maintenance of the Greystone Dam located on the south side of Greystone Pond, and issued an Order of Conditions.
- Approved amendments to Rules and Regulations for Use of Town of Westford Conservation Lands.

### **Land Management**

Farmer Dave continues to manage Hill Orchard, located at the corner of Chamberlain Road and Hunt Road. Farmer Dave runs the town's farmstand and the Pick Your Own apples operation, and offers a Community Supported Agriculture (CSA) program.

Teamworks LLC's Adventure Camp has been the camp lessee of Camp Nashoba since December 2020. Umesh Patel of JV Property Services has been the Facility Manager since April 2020. In May and June 2022, numerous Scout groups rented the facilities for campouts and other socially distanced activities. The Commission thanks the Recreation, Cemetery, Highway, and Water Departments for their continued help in caring for this conservation land.

On the conservation land at the intersection of Graniteville and Cold Spring Roads, known as the Day Agricultural Land, the Westford Community Beekeepers continued their use of a portion of the field. An organic farmer, as part of the third year of a five-year lease, utilized and harvested crops planted in Spring 2021. The cooperative management of the Community Garden and Community Beekeepers is memorialized in a Memorandum of Understanding between the Commission and the Agricultural Commission.

In May 2022, the Commission voted to approve a program called Flowers2Empower at the Day Field Community Garden. This program is to provide girls aged 10-18 the opportunity to learn about entrepreneurship by planting, growing, harvesting, and selling flowers. Their garden area was fenced in and planted in short order with plants successfully growing as of June 2022. The program intends to continue annually for the foreseeable future.

The Commission voted to co-sponsor an application for Community Preservation Act (CPA) funds for the Healthy Lakes and Ponds Collaborative to survey and treat lakes and ponds over the next two years and Water Quality Improvement Feasibility Studies at four waterbodies. This CPA application was approved at Annual Town Meeting 2022. The Commission also voted to support CPA funding for conservation land purchases. This CPA application was approved at Annual Town Meeting 2022. Additionally, Town Meeting approved extending licenses, agreements, and contracts for Hill Orchard up to five years.

The Commission voted to support a pilot program utilizing goats to manage invasive vegetation in the Grey Fox Lane Conservation Land and expressed support for future conservation land management by goats should this location be successful.

The Commission approved various other Scout projects including replacing the kiosk sign at the Stone Arch Trail, replacing two bridges on the Cider Mill Trail, and rehabilitating the life course at Grassy Pond.

The town benefits from the many volunteers who labor to keep our trails passable in our open spaces. The Westford Conservation Trust and their members, through their ongoing monitoring and stewardship of town properties, continue to assess threats of pioneer and established invasive species. Additionally, we thank the volunteers of the Stream Team for their work monitoring and managing invasive aquatic vegetation within the town's waterways. We appreciate the hard work of the Boy, Girl, and Eagle Scouts with all types

## CONSERVATION COMMISSION – CONTINUED

of projects on our lands. Their hard work and dedication ensure that our conserved lands will always be cared for.

Our continuing thanks to all the groups and individuals whose hard work and dedication help to preserve, protect, and enhance the community's natural resources.

### **Land Acquisition**

In May 2021, the Conservation Commission voted to endorse six Conservation Restrictions (CR) throughout town, on properties acquired by the town between 2003 and 2014, and in September 2021, the Commission voted to approve revised language in the CR documents.

In November 2021, the Commission voted to accept a public access easement on Parcel J of the Juniper Hill Road residential development, subject to Town Counsel and Town Planner review.

At the 2022 Annual Town Meeting, the town voted to approve transferring \$190,000 from Community Preservation Funds to the Conservation Trust Fund for future open space land purchases and related activities.

### **Staff and the Commission**

Matthew Salem, Conservation Resource Planner

Sierra Pelletier, Assistant Planner

Erin Toothaker, Permitting Program Assistant

Wayne Fernald, Senior Records Archivist, under the direction of Jeffrey Morrisette, Director of Land Use Management

In his capacity as Conservation Resource Planner, Matthew Salem also served as co-chair of the Healthy Lakes and Ponds Collaborative.

After 22 years of service on the Conservation Commission, Peter Mahler did not seek reappointment for another term. He served as the vice-chair from 2006 through 2016 and chair from 2016 through 2022. His leadership, fairness, and staunch advocacy of conserving and preserving natural areas resulted in over 1,100 acres being acquired by the Commission during his tenure.

The Commission members also participated on other town committees. Jim Gozzo is a member of the Town Forest Committee, Fence Viewer, and an Election Officer (Precinct Warden). Marilyn Frank serves on the Community Preservation Committee as vice-chair. She is also an Election Officer (Warden). Margaret Wheeler acted as the Commission's liaison to the Agricultural Commission. At the final meeting of FY 2022, the Commission elected Margaret Wheeler as the new chair.

If you are interested in more information about the Conservation Commission, Westford's conservation lands, wetlands, and other natural resources, please visit the Commission's website, [westfordma.gov/conservation](https://westfordma.gov/conservation).

## CONSERVATION COMMISSION – CONTINUED

### Conservation Commission Statistics

#### Issued in FY 2022

<b>Certificates of Compliance</b>	<b>Determinations of Applicability</b>	<b>Order of Resource Area Delineation</b>	<b>Orders of Conditions</b>	<b>Emergency Certificates</b>	<b>Violations/ Enforcement Orders</b>
27	35	1	37	4	7

Additionally, two Modifications to existing Orders of Conditions were approved.

#### Applications Reviewed

<b>Year</b>	<b>Requests for Determination of Applicability</b>	<b>Abbreviated Notices of Resource Area Delineation</b>	<b>Notices of Intent</b>	<b>Emergency Certificates</b>	<b>Violations/ Enforcement Orders</b>
FY 2016	41	0	31	10	2
FY 2017	36	2	33	5	4
FY 2018	27	4	23	2	2
FY 2019	28	1	20	2	2
FY 2020	23	2	24	3	3
FY 2021	29	1	21	5	2
FY 2022	35	1	39	4	7

## COUNCIL ON AGING

FY 2022 was a rebuilding year, after the turmoil of 2020 and 2021 due to the COVID-19 global pandemic. Our building remained open, and we began sponsoring and scheduling events again, which was a relief for the staff and our participants. Also, this year our COA Board was very involved in advocating for more diverse housing for older adults and the disabled with an emphasis on true affordability. Roberta Hale McGuire, one of our most passionate and driven board members who worked tirelessly on affordable housing and many other valuable community projects and improvements, passed away due to illness. We dedicate this annual report in her honor, and we truly appreciate her kindness, inclusivity, and continued special touches on this community.

### **Roberta McGuire Senior Residences – Two Balsam Circle**

The ribbon cutting for the Roberta McGuire Senior Residences was an exciting occasion with Rep. Jim Arciero, town officials, and residents in attendance. This supportive housing development built by Scott Clark includes seven studio/efficiency units of supportive and affordable housing for households consisting of at least one elderly (age 62+) household member. The housing is designed to address the immediate needs of seniors with incomes ranging from low (50% of Area Median Income [AMI]) to extremely low (30% AMI). All seven of these units will be receiving project-based rental assistance and providing a safe, permanent, and service-enriched environment for this most vulnerable population. Each of the apartments will have a full bathroom and kitchen with rooms and hallways designed to support the needs of those with disabilities and will be easily converted to full Americans with Disabilities Act/Massachusetts Architectural Access Board accessibility standards if and when that is needed for the tenants.

### **The Helena “Mickey” Crocker Residences – 60 Littleton Road**

Celebrating Mickey’s commitment to making countless differences in the community and on our COA and Friends of the Cameron Senior Center boards, local officials joined David Hedison, Executive Director of the Chelmsford Housing Opportunities for Intergenerational and Community Endeavors, Inc. (CHOICE), for their sign unveiling of the Helena “Mickey” Crocker Residences. The three-story residence will have eight studio units and ten one-bedroom units. All the apartment units will be restricted to tenants making 60% or less of the AMI, with 12 of these apartments restricted to tenants making 30% or less of AMI. There will be service-rich amenities on the ground floor and an adjacent exterior porch that will bring residents together. CHOICE will also provide supportive services and case management to this community.

### **Programming**

Our new and varying types of programming include:

- Well-Being Fitness
- Train with Shain
- Monthly blood pressure screening
- Emotional Wellness Skills Training

**Nancy Cook**  
*Chair*

**Robert Tierney**  
*Vice-Chair*

**Kathryn Wilson**  
*Clerk*

**Sandra Collins**  
**Patricia Holmes**  
**Terry Stader**  
**Barbara Upperman**

**Helena Crocker**  
*Member Emeritus*



## COUNCIL ON AGING — CONTINUED

- Hike with Mike
- Whole Foods and Trader Joe's Food Distribution each Monday and Thursday
- Book Club
- Grief Support Group
- Bingo and Bingo Lunch

### Dining Events

- Middlesex Sheriff pizza and ice cream
- Representative Arciero Cookout
- Kiwanis Tailgate cookout
- Chinese Moon Festival
- Thanksgiving dinner sponsored by the Geraghty family
- Town Manager's Holiday Breakfast
- Holiday Luncheon and Festival of Trees
- Gay 90s Celebration
- Ebi and Desire Madalehdan Summer Cook-out
- Monthly Birthday Lunch
- Monthly Women's Lunch
- Monthly Men's Breakfast
- Bi-Monthly Dinner with Donna with entertainment

### Trips

- Worcester Red Sox at Polar Park
- Block Island
- Maine Lobster Dinner
- Gardner Museum
- Concert and Lobsterbake

### Diversity and Inclusion

As part of our ongoing commitment to diversity and inclusion, we hosted the following cultural programs during FY 2022:

- Harvest Moon Festival dinner at the Westford Housing Authority on Tadmuck Road.
- Our first ever Hanukkah luncheon. More than 50 seniors joined us for traditional Hanukkah food and a presentation on the history of Hanukkah.
- Chinese New Year luncheon with Chinese food and discussion of the cultural significance of New Year celebrations.
- Holi luncheon with traditional Indian food and a discussion of the significance of Holi.



*Fun at the BBQ with Matt York, a special sponsorship by the Westford Cultural Council, a local agency supported by the MA Cultural Council, a state agency.*



*Harvest Moon Festival*



*Holi Celebration*



*Harvest Moon Festival*

## COUNCIL ON AGING – CONTINUED

### **Holiday Basket Program**

The Cameron continues our partnership with the St. Vincent de Paul Society, the Westford Food Pantry, and the generous donations from the community to provide holiday food and gifts to individuals and families who qualify. There was a big change in FY 2022. We no longer provided baskets but provided gift cards based on family size. A total of \$13,675 in Thanksgiving meal cards, \$13,910 in Christmas meal cards and \$17,400 for 141 children's gifts were distributed to households in our community. We made this change to acknowledge the diversity in our community and the differences in what food makes a holiday meal and allowing families to choose gifts for their children.

### **Social Services and Outreach**

The Social Services and Outreach Department was very busy over the last year, helping seniors and other town residents to meet their basic needs. This also included home visits, wellness calls, and other appointments as needed. With the support of our Council on Aging Board and Select Board, our center was able to secure the following funding:

- Rent and Utility Assistance: \$30,000
- Mobile Mental Health Clinician: \$45,000
- Assistance with Mental Health Co-payment and Services: \$3,000
- Wi-Fi Connectivity for Senior Housing Communities managed under the auspices of the Westford Housing Authority: \$65,000
- Summer Camp and After: School Care: \$30,000
- William James Interface: \$34,000.

These funds will be administered by our social service staff and/or in partnership with the Health Department, Community Wellness Coordinator, and Recreation Department.

The Social Services staff provided the following services to Westford households:

Case management/social services for those age 60+	4,462 contacts
Case management/social services for those ages 18-59	957 contacts
Transportation rides (seniors, the disabled, and hardship cases-all ages)	7,412 rides
Handyman volunteer services to older adults	44 jobs/97 volunteer hours
AARP Tax Return Volunteer Assistance provided by Hal Schreiber	369 federal and 353 state tax returns
SHINE Counseling provided by Fred Baumert	115 counseling sessions
Thanksgiving Holiday Market Basket gift cards	144 households totaling \$13,675
Christmas Holiday Market Basket gift cards Christmas Gift Cards for children	140 households totaling \$13,910 141 children totaling \$17,400

## COUNCIL ON AGING — CONTINUED

### **Acknowledgements**

The Friends of the Cameron Senior Center helped to underwrite our exercise classes, enrichment programs, and supplies in the amount of \$21,200.

With the support of the Friends' Emergency Fund, many residents over age 60 received help with utilities, rent, and other basic life needs. Our Friends of the Cameron did an amazing job being creative and determined in their fundraising efforts. We are truly fortunate to have a vested and proactive organization like our Friends.

The 2021-22 Board of Directors for Friends of the Cameron Senior Center was Patricia Reppucci, President; Donna Owens, Vice-President; Kevin McGuire, Treasurer; Frances Kosenko, Assistant Treasurer; Katherine Karr, Secretary; Gail Austin, Dennis Smith, Lynne Stader, Barbara Tonucci, and William Vullo.

The Westford Food Pantry has continued to serve the residents of Westford and surrounding towns by providing healthy food options twice weekly. They have evening hours on Wednesday from 6:00 to 8:00 and morning hours on Friday from 9:00 to 11:00. Our Social Services Department will also assist those in need by providing a food bag from the pantry during off-hours. The volunteers screen guests to determine if they have other unmet needs or issues related to food insecurity and other basic needs, and work to assist them in getting the help they need. Also, we appreciate the Westford Food Pantry for sponsoring a monthly congregate meal called Dinner with Donna for our seniors and for providing monthly boxed lunches to each of our four senior housing communities.

The Westford Food Pantry Board of Directors includes Timothy Baker, President; Kenneth Hyle, Vice-President; Bernard Peloquin, Treasurer; Susanne Duatto, Secretary/PR; Lynn Roderick, Volunteer Coordinator; Tom Brown, Jennifer Claro, Alison Christopher, Jim Geraghty, and Karen Heitkamp.

Our dozens of active volunteers continually answer the call to provide whatever support is necessary.

A special thank you to Whole Foods and Trader Joe's for their twice-weekly food donations and the volunteers who work many hours to distribute that food to those who need it. We also thank those with backyard gardens who drop off fresh produce weekly for our participants and the Food Pantry. Their generosity is a wonderful reminder of the type of community we are.

# CULTURAL COUNCIL

## Grant Application Cycle

In FY 2022, the Westford Cultural Council (WCC) was allocated a total of \$8,900 from the Massachusetts Cultural Council (MCC) to distribute grant funds to those offering cultural activities or programs to Westford residents. Westford Cultural Council members voted to include \$1950 from the Council’s reserve funds in addition to the grant we received from MCC. A total of \$10,850 in grant funds was allocated to various activities to enrich Westford residents. Through an annual grant application process, the WCC reviewed applications and awarded funds aligned with the WCC’s priorities. The priorities are updated annually and can be found on the [MCC](#) website.

**Vidya Raman**  
*Chair*

**Prem Viswanathan**  
*Treasurer*

**Claire France**  
**Apparao B. Karri**  
**Seema Pusalkar**  
**Dongchun Wang**

Activities to publicize the grant opportunity included posting to social media accounts (Facebook, Instagram, and Twitter); wide distribution of paper and electronic flyers around town, including schools; and submission of online articles and press releases. For FY 2022, WCC received 29 applications and awarded grants to the following 26 applicants:

Recipient Name	Project Name	Grant Amount
The Parish Center for the Arts, Inc.	Westford Regional Art Event (WRAE)	\$500
Westford Academy Bands	WA Marching Band Percussion Frame Upgrade	\$300
Maitreyee Chakraborty	Children & Adults Sing Indian Classical and Tagore Songs	\$350
Nashoba Valley Chorale	“AWAKE!”	\$500
Westford Academy Bands	Music Library Diversification	\$300
Matt York	Songs and Stories-The Highwaymen	\$350
Lisa Kempskie	Cool Classics with the Nissitissit String Quartet	\$400
Jesse M. Green	Chainsaws, Cheeseburgers and Rock N’ Roll-Live!	\$400
Massachusetts Educational Theater Guild, Inc.	Massachusetts High School Drama Festival	\$400
Blanchard Middle School	Jack Gantos, author	\$550
Groton Hill Music, Inc.	Bach’s Lunch Concert Series	\$350
Westford Community Access Television, Inc.	School Media Partnership	\$500
Alex Leff	Cycle of Memory	\$420



## CULTURAL COUNCIL — CONTINUED

<b>Recipient Name</b>	<b>Project Name</b>	<b>Grant Amount</b>
Stony Brook School PTO	Ancient Egypt: Pyramids and Pharaohs	\$400
Kirk Whipple	Duo Pianists, Composers & Educators Whipple & Morales in Concert	\$500
Yin Peet	2022 Stone Carving Symposium	\$400
Virginia Thurston Healing Garden, Inc.	Writing for Wellness	\$500
Discovery Museum, Inc.	Open Door Connections	\$400
The Delvena Theatre Company	A Cup of Tea	\$590
Open Door Theatre of Acton, Inc.	The Lightning Thief	\$300
Westford Chorus, Inc.	A Choral Collage: All Things Bright and Beautiful	\$500
Westford Chamber Players, Inc.	Welcome Spring Chamber Concert	\$550
Westford Historical Society, Inc.	Code Name Badass Book Discussion with Author	\$500
MUSIC Dance.edu	Hip Hop Dance Chair Exercise for Seniors!	\$280
Diane McGary	Resident Therapeutic Musician	\$200
Middlesex County 4-H Fair, Inc.	4-H Fair/Eyes On Owls Presentation	\$410

### Impact of the COVID-19 Pandemic

Many of the grantee programs and activities were disrupted due to the COVID-19 pandemic. With MCC guidance, the WCC provided the FY 2021 grantees with extensions for programs/events through December 2022, including an option to transform in-person activities to virtual events. The WCC also allowed for cancellations. Many grantees opted to reschedule programming for later or virtually, utilizing the extension window of December 2022.

### Accomplishments

With the exception of the annual community survey to determine the WCC's annual priorities for the upcoming grant cycle, the WCC was unable to participate in regular annual programming including but not limited to the Westford Strategic Planning Retreat and hosting the annual WCC grantee reception. This was due to the COVID-19 pandemic and cancellation of in-person events and activities.

<b>Grants for Current and Previous Years</b>				
<b>Fiscal Year</b>	<b>Number of Applicants</b>	<b>Number of Grants Approved</b>	<b>MCC Distribution</b>	<b>Grant Total</b>
2022	29	26	\$8,900	\$10,850
2021	20	17	\$7,900	\$7,900
2020	24	20	\$7,400	\$7,400

**CULTURAL COUNCIL** — CONTINUED

<b>Fiscal Year</b>	<b>Number of Applicants</b>	<b>Number of Grants Approved</b>	<b>MCC Distribution</b>	<b>Grant Total</b>
2019	23	19	\$5,400	\$7,281
2018	29	24	\$4,900	\$4,900
2017	29	19	\$4,900	\$4,900
2016	21	19	\$4,900	\$4,900
2015	23	18	\$4,300	\$4,450
2014	22	16	\$4,250	\$4,123
2013	25	14	\$3,780	\$3,780
2012	27	16	\$3,870	\$4,315
2011	24	14	\$3,785	\$4,000

For more information on the Westford Cultural Council, see our webpage:  
[westfordma.gov/627](http://westfordma.gov/627).

# DIVERSITY, EQUITY AND INCLUSION COMMITTEE

In 2020, the Select Board and School Committee appointed members to the newly formed Diversity, Equity and Inclusion (DEI) Committee. The charge to the Committee is:

- The Diversity, Equity and Inclusion (DEI) Committee will serve as an advisory committee to the Town of Westford, whose duties shall be to provide advice and recommendations to the Select Board and School Committee.
- The Committee will identify needs around fostering acceptance and valuing diversity and discourage prejudice and discrimination against any person, group, or any other status protected by law on account of race, creed, color, income, religion, national origin, ancestry, gender, sexual orientation, veteran status, age, or disability.
- The Committee will review town and school policies and procedures and make recommendations to ensure that they advance equity and diversity where the Committee has identified deficiencies.

During FY 2022, the DEI Committee continued advancing the work of its three subcommittees: School and Education, Community Outreach, and Town Policies. In addition to serving as an advisory committee, some of the DEI Committee’s activities included creating a survey for families of Westford Public School students to understand DEI needs of families; building a social media presence; creating a communications outreach team for messaging related to timely events; working with town staff to understand hiring processes; reviewing town department policies; and making a recommendation to the Select Board to support replacing Columbus Day with Indigenous People’s Day.

For more information on the DEI Committee, see the Committee’s webpage: [westfordma.gov/1338](https://westfordma.gov/1338).

**Eric Barber-Mingo**  
**Mamatha Jagannathan**  
*Co-Chairs*

**Corrine Badenhoff**  
**Haining Bao**  
**Lawrence Bentley**  
**Nancy Cook**  
**Joe Diamond**  
**Marisol Garcia**  
**Joaquin Gargoloff**  
**Scott Harkness**  
**Junwei Huang**  
**Jenny Kravitz**  
**Omar Laurino**  
**Yibing Li**  
**Derek Lo**  
**Kun Luo**  
**Madonna McKenzie**  
**Medha Palnati**  
**Seema Pusalkar**  
**Anjali Rajput**  
**Patricia Reppucci**

**Anita Tonakarn-Nguyen**  
*Select Board Liaison*

**Mingquan Zheng**  
*School Committee Liaison*

# ECONOMIC DEVELOPMENT COMMITTEE

The purpose of the Economic Development Committee (EDC) is to advise the Select Board and other town boards on commercial growth while maintaining the character of the town, encourage business investment while minimizing the impact on local services, identify changing economic trends and attract new businesses, and establish relationships and improve communication with local businesses.

In order to address the broad scope of Committee charges, in September 2021 the EDC formed several work groups.

### Permitting Work Group

The EDC worked with the Director of Land Use Management Jeff Morrisette to provide input and subsequently endorse a Tiered Site Plan Review process. This work group supports all efforts to simplify the permitting process. Whenever possible, the work group supports the efforts of the Land Use Management initiatives.

### Property Owners/Business Outreach Work Group

The work group used the list of the top taxpayers in town and systematically met with the largest commercial property owners, commercial realtors, and business owners. The initial focus of these meetings was to assess impacts of the pandemic on the business community and learn what support is needed from the town, as well as to provide information on available federal, state, and local resources. At each of these meetings, the work group members shared information on electric charging stations at the request of the Clean Energy and Sustainability Committee. The individuals with whom the work group met have been very appreciative of the interest taken in them.

### Best Practices Work Group

The work group contacted the Economic Development Directors in 11 cities adjacent to and nearby to Westford to learn what their goals are and what they had accomplished. As a result of gathering this information and learning how impactful they were in their communities, the EDC wrote a grant for town American Rescue Plan Act (ARPA) funds to hire a part-time Economic Development Director for Westford.

Members of the EDC were very active in working with the Middlesex 3 Coalition, Northern Middlesex Council of Governments, and Westford Business Association for purposes of staying updated on what is occurring on the federal, state and local levels.

To stay current and connected with organizations that support economic development, the EDC invited individuals to speak at its monthly meetings: Peter Milano, director of Strategy and Business Development for the Massachusetts Office of Business Development; Shaun McCarthy and Marianne Segool from MassHire; Mike Berlinski, chair of the town’s Clean Energy and Sustainability Committee; and Tom O’Donnell, director of the Innovation Hub at UMass Lowell.

Members of the EDC regularly reach out to new businesses and attend grand openings and ribbon cuttings on behalf of the town.

During the past year, as a result of scheduling issues, Tom Kotarakas and Town Manager Jodi Ross resigned from the Committee.

**Joan Bennett**  
*Chair*

**Cheryl Serpe**  
*Vice-Chair*

**Tom Barry**  
**Ron Caterino**  
**Dave Flanagan**  
**Jeff Morrisette**  
**Bruce Rosenberg**  
**Christina Sacco**

**Thomas Clay**  
*Select Board Liaison*

**Patti Mason**  
*Westford Business Association Liaison*

## EMERGENCY MANAGEMENT AGENCY

The Westford Emergency Management (E.M.) Agency provides emergency planning, coordination, and procurement of resources during an emergency. Additionally, E.M. assists citizens, businesses, and the community and responds to, recovers from, and mitigates emergencies, both man-made and natural.

**Joseph T. Targ**  
**Timothy Whitcomb**  
*Co-Directors*

In July 2019, the town swapped to a new town-wide notification system, Rave/Smart 911. Residents are encouraged to sign up at [smart911.com](https://smart911.com).

Since 1995, the Town of Westford has been affiliated with the North Middlesex Area Emergency Planning Committee, and in March 2022, the town terminated the affiliation agreement with them and became affiliated with Greater Lowell Regional Emergency Planning Committee. We believe that the town will be better served by joining this group because it would better align with our healthcare region.

In FY 2022, we received an Emergency Management Performance Grant (EMPG) from the Massachusetts Emergency Management Agency (MEMA) for \$5,100. The grant was used to offset the cost of a replacement pump for one of the Fire Department brush trucks after a rash of brush fires.

In July 2021, our first threat of severe weather was from Tropical Storm Elsa, which turned out to be mostly a rainstorm in Westford. However it did cause several power outages. Mid-August brought a spell of prolonged oppressive heat that we monitored with other town departments for the need for a cooling station to be opened. The heat and tropical air brought tornado warnings to the area and Tropical Storm Henri up the eastern seaboard. The town sustained some tree damage and power outages from these events.

A late October nor'easter brought substantial rain to the area with downed trees and power outages. The first winter event that substantially affected the town was at the end of December, with freezing rain and snow that caused several power outages and downed trees. The remaining fiscal year was uneventful as far as major storms with significant power outages, however drought conditions were present in the spring and summer.

COVID-19 pandemic cases were down in the summer and fall, and they surged somewhat in the winter and early spring. We continued working with MEMA and our health and medical coordinating coalition to obtain personal protective equipment for public safety personnel. We were able to obtain supplies through our normal vendors.

Since March 2020, Westford Emergency Management on behalf of the town has submitted 11 COVID-19 projects for a total of over \$1,100,000 and so far, almost \$600,000 has been obligated.

We appreciate our longstanding partnership with the volunteers of Police Amateur Radio Team (PART) and the Upper Merrimack Valley Medical Reserve Corps as well as the continued support and cooperation of all town departments that work with us throughout the year.

## ENGINEERING DEPARTMENT

The town's most ambitious infrastructure improvement project – on Oak Hill Road, Plain Road, and Moore Road – was substantially completed along Oak Hill Road in 2022, with new drinking water and stormwater infrastructure, a new road surface, and a sidewalk that runs the length of the project. The \$6.7 million dollar project began in April of 2021 and will take three years to fully complete. This project will create a link for the longest accessible pedestrian route in Westford with a new sidewalk on Oak Hill Road that will connect with existing sidewalks on Plain Road and Russells Way.

**Paul Starratt, P.E.**  
*Town Engineer*

**Jeremy Downs, P.E.**  
*Assistant Town Engineer*

Engineering projects in design during 2022 included pedestrian safety improvements at Plain Road between Villanova Drive and Depot Road, at West Street and North Main Street, and at Jack Walsh Field on Carlisle Road near Texas Road. Two culvert designs were completed at Blue Brook on Groton Road and Pond Brook on Old Lowell Road with construction scheduled for 2023. The newly created Stormwater Enterprise Fund will help fund the construction and maintenance costs of the town's stormwater culverts.

The Engineering Department has been working with a team of design consultants at TEC, Inc. to complete plans and permits for the Beaver Brook Bridge Replacement Project on Beaver Brook Road. MassDOT awarded a construction contract for the project in 2022 with \$2.5 million in state and federal funds. When completed, the new bridge will include a sidewalk, navigable waters under the bridge, and improvements to the existing boat ramp.

Design of the Boston Road Reconstruction Project advanced to the final design stage as a combined effort of the Engineering Department, Highway Department, and Water Department. The proposed project will include a new water distribution system, a sidewalk connection from the town center to Littleton Road, traffic-calming medians, speed feedback signs, drainage improvements, and bike lanes. This project was approved by MassDOT for approximately \$11.2 million in construction funding with assistance from our regional planners at the Northern Middlesex Council of Governments.

Engineering responsibilities for public projects include design, estimates, construction management, and inspectional services. Private projects are also reviewed for compliance with town ordinances in stormwater management, traffic and subdivision rules, and regulations. In 2022, some of the public projects included the design of a sidewalk extension on Plain Road between Nutting Road and Grassy Pond, and the final design stage of the Beaver Brook Bridge Project and the Stony Brook Bridge Rehabilitation Project.

The Engineering Department works with the Highway, Planning, Conservation, and Recreation Departments to support the operations of the town's infrastructure. Engineering services include compliance with stormwater regulations, reviewing plans and specifications for compliance with design standards, and the construction inspection of subdivision infrastructure for compliance with approved plans.

## FACILITIES DEPARTMENT

The Town and Schools Facilities Department completed many projects during FY 2022 while continuing to provide a safe, clean, and healthy working and learning environment for students, administrators, and staff members. Navigating through another year of challenges brought on by COVID-19 would not be possible without the hard work and dedication of the entire facilities team.

**Jeff Goodwin**  
*Director of Facilities*

One of our bigger accomplishments this past year was the completion of the town-wide initiative to add access control systems to all school and town-owned buildings. This initiative was tasked to us as recommended by the Town and School Safety Task Force as part of a five-year safety improvement capital plan designed to continuously improve upon the safety of our schools and town buildings. Access card readers have been successfully installed in all town-owned buildings and access badge printers have been deployed to all schools giving each school the ability to control access of faculty, staff, and guests. This project was a true collaborative effort between the Facilities and Technology Departments, and I would like to thank Mike Wells and his team for their continued support in the setup and training involved to roll out this initiative.

The Facilities Department also managed to complete two projects using Community Preservation (CPA) funding in FY 2022. Those projects included the Westford Academy Amenities Building and the restoration of the windows at the Westford Museum. The Amenities Building has been a welcome addition to the Westford Academy athletic complex as it provides ample bathrooms for events at the stadium without having to allow access into the main school building. The Amenities Building also hosts a brand-new concessions area that can better serve the demand for refreshments during athletic and other events at Westford Academy.

While it is always exciting to bring new buildings online, it is equally exciting to breathe new life into Westford's historic buildings. This past year we did just that, by performing a restoration of the windows at the Westford Museum which required moving much of the museum's collection to make way for the work to be performed. I would like to thank Westford Museum Director Linda Greene and volunteer Newell Tillman for all their support and flexibility as we worked to complete that project.

Many other maintenance and improvement projects are completed each year by using available funds from the School Department's or public building's operating budgets. Some projects include improvements and repairs to our heating, plumbing, and electrical systems.

FY 2022 came to an end with the departure of Paul Fox at the end of May and Jeff Goodwin taking over as the new Director of Facilities. I, along with the Town of Westford and Westford Public Schools, would like to thank Paul for his service to the town these past few years, and I look forward to carrying on many of the initiatives that Paul had started as part of the mission of the Facilities Department.

With Paul's departure came an exciting restructuring of the Facilities Department. This created new opportunities for current employees within the Department to take on expanded roles, thus creating a dynamic leadership team that reports directly to the Director of Facilities. I would like to congratulate Jacqueline Studley (Facilities Office Manager), Bill Ward (Facilities Foreman), and Bill Bennett (Custodial Supervisor) on their new

## **FACILITIES DEPARTMENT**—CONTINUED

positions within the Department. I am confident that the Facilities Department will continue to thrive with them in these roles.

The Town of Westford is lucky to have such an amazing group of individuals that make up the Facilities Department and I would like to extend sincere thanks to them all. These folks go above and beyond every day to keep our facilities running smoothly and to support the educational initiatives of the schools and professional needs of our other departments. I am grateful to be a part of such an amazing team and for the continued support of Westford's voters, board members, committee members, and other town departments.



# FINANCE COMMITTEE

The Finance Committee is an independent town board whose members are appointed by the Town Moderator for overlapping three-year terms. The Committee is charged with advising Town Meeting on all matters with a financial impact on the town.

To make informed recommendations, Committee members regularly consult other committees and town officials. Members of the Committee regularly attend School Committee, Select Board, Capital Planning Committee, and Permanent Town Building Committee meetings, among others, in order to keep abreast of matters with fiscal impact.

An extensive review process and much deliberation preceded the Committee’s FY 2022 budget recommendations. During this period, the Committee met with the Town Manager, Finance Director, department heads, Select Board, and School Committee to discuss the proposed budgets and to gather information necessary to provide the budget recommendation to Annual Town Meeting. The Committee publishes and mails its recommendations and background information on the budget to all Westford residents before Annual Town Meeting.

In June 2022, the voters at the Annual Town Meeting passed a \$126,569,270 operating budget for FY 2022, an increase of \$3,555,480 (2.89%) over the prior year’s final budget, with the majority funding the Westford Public Schools budget (+\$1,724,825) and the Employee Benefits & Miscellaneous and Transfer to Trust budget (+\$568,569).

In March 2022, the town became partially self-funded after entering into a Health Insurance Trust Fund Agreement earlier in the year. The Trust will allow the town to better control costs, and the town will become eligible for receiving pharmacy rebates and other incentives. The cost of the health insurance for non-Medicare employees is now budgeted in the “Transfer to Trust” budget along with the funding for the Other Post-Employment Benefits (OPEB) Trust. Due to a strong uptick in meals and hotel local excise tax, we were able to recommend a general fund OPEB transfer of \$919,661 at the June 11, 2022 Annual Town Meeting. This is an increase of \$238,704 from the previous year.

Overall, Town Meeting was presented with a balanced budget, where anticipated revenues are projected to match the approved operating budget. In the fall of 2021, Free Cash was certified at \$5,323,393. The town will begin FY 2023 with a Free Cash balance of \$6,199,092 in addition to our Stabilization Fund balance of \$5,387,262, leaving 9.79% of the operating budget in reserves. The goal is to have between 5% and 10% of available funds in reserve per the Select Board budget policy. The net effect of these budget elements yielded a tax impact increase of 2.13%.

In FY 2022, Westford received a 0.07% increase in state aid, with an additional \$137,580 in Chapter 70 funding and \$78,985 in Unrestricted Local Aid. However, the burden of providing local services continues to rely more heavily on property taxes and local revenues. New growth was certified at \$870,884 in FY 2022, which is \$463,842 less than FY 2021. The town will most likely see steady new growth in FY 2023 due to the anticipated construction of 28 new single-family homes in Spaulding Hill Estates. Lastly, the health insurance premium for current employees increased by 4.90% as the Town and

**Kristina Greene**  
*Chair*

**Tom LaFlamme**  
*Vice-Chair*

**Dennis Galvin**  
*Clerk*

**Heather FitzPatrick**  
**Jeffrey Hillam**  
**Jacob Levy**  
**Beth Morrison**  
**Ingrid Nilsson**  
**Hari Vetsa**

## FINANCE COMMITTEE — CONTINUED

Insurance Advisory Committee agreed to sign a one-year renewal with Blue Cross Blue Shield. Those rates were reduced by 2.29% on March 1, 2022 when the town became partially self-funded. The Medicare rates for retirees aged 65 and older received a 0.35% increase. Westford has contributed \$10,583,134 to its OPEB liability as of June 30, 2022. Town Meeting voted to appropriate an additional \$916,213 in FY 2023, to bring the total funding to \$11,499,347. These financial factors enabled Westford to maintain its AAA bond rating with Standard & Poor's.

On October 16, 2021, the Committee voted to continue with the current officers with Kristina Greene, chair; Tom LaFlamme, vice-chair; and Dennis Galvin, clerk. The Finance Committee would like to thank Jeff Hillam for his years of service to our town, as he resigned from his position in June 2022.

The Committee meets Thursdays at 7:00 p.m., weekly during budget reviews and when departments request funds from the Finance Committee reserve fund. Westford's Finance Director Dan O'Donnell provides invaluable financial updates and assistance to the Committee.

# FIRE DEPARTMENT

## Ambulance/Paramedic Program

The 28 paramedics and 17 Emergency Medical Technicians (EMTs) of the Fire Department have continued to staff both ambulances at the paramedic level with two paramedics on each truck, a minimum staffing level of 10, and a minimum of four paramedics per shift. The level of care provided by our department continues to be the best in the area.

**Joseph T. Targ**  
*Fire Chief*

We continue to work on reimbursement for the unpaid balance of certain ambulance bills through the Certified Public Expenditure Program (CPE) for Governmental Ambulance Providers. Dan O'Donnell (the town's Budget Director) and Joe Joyce/Nicholas Demins (Fire Department Office Manager) work annually on this submission.

## Training

Department personnel completed over 1,200 hours of various training programs while on duty. These trainings included master streams, airbags, drafting, ground ladders, rapid intervention, self-contained breathing apparatus (SCBA) drills, vehicle extrication, ventilation, water supply, hose evolutions, and numerous emergency medical services (EMS) skill stations. We continue to see a steady increase in personnel taking advantage of numerous classes being offered at the Massachusetts Fire Academy and online platforms such as Prodigy EMS, where personnel acquire additional knowledge and skills.

Paramedics completed classes including Advanced Medical Life Support, Advanced Cardiac Life Support (ACLS), Pediatric Advanced Life Support, and Tactical Emergency Casualty Care, as well as their routine continuing education and CPR (cardiopulmonary resuscitation) classes. Three additional paramedics were certified as instructors for ACLS, and five additional paramedics have become certified CPR instructors for a total of five ACLS and eight CPR instructors. On four occasions, we invited guest speakers, some of the most respected medical educators in the region, to instruct our paramedics to expand their knowledge and skills.

## Capital Program

The 2022 Annual Town Meeting was delayed due to COVID-19 and held in June. Town Meeting approved \$73,000 to replace both of our aging boats.

The 2021 Annual Town Meeting approved funding to replace Engine 3 from the Forge Village/Graniteville station and to replace our oldest ambulance through Ambulance Enterprise funds. Due to supply chain issues, we do not expect delivery until FY 2023.

In FY 2022, with the permission of the Select Board, we continued to apply for grant funding from the Federal Emergency Management Agency's Assistance for Firefighters Grant program for up to 90% funding of a new fire engine and the Staffing for Adequate Fire and Emergency Response Grant (SAFER) for four firefighters.

## Student Awareness of Fire Education (S.A.F.E.) Program

Due to the COVID pandemic, our department was unable to conduct an aggressive fire education program in our schools. We turned to using social media to provide fire education messages through our Fire Department Facebook page ([facebook.com/wfd315](https://facebook.com/wfd315)). We continue to work with our community civic groups providing Fire Station tours. Our department looks forward to getting back into the school classrooms, but in the meantime, check our Facebook page for fire safety messages.

## **FIRE DEPARTMENT** — CONTINUED

The Fire Department continues to partner with the Senior Center on a valuable lock box resource program called Keysafe. This program is designed for the elderly and “at-risk” residents. With this program, in the event of an emergency in which someone becomes unable to unlock the door, the Fire and Police Departments will have secure direct access to the residence and will be able to secure the residence properly afterwards. In conjunction with other commercially available devices, this program can help residents to stay in their homes with a greater sense of security and peace of mind. This is just another way we continue to serve the needs of town residents. Thanks to everyone who has helped make this a successful program. If you have any questions, or would like more information about this program, please contact the Senior Center.

### **Personnel**

During FY 2022, three of our long-time experienced firefighters retired: Deputy Fire Chief Dan Britko, Lt. Jim Lamy, and Firefighter/EMT Tim Hall. They leave with over 100 combined years of experience, and they will be greatly missed. Last year, one of our firefighters, Leon Niemiera, resigned from the department to pursue other ventures out-of-state. Joe Joyce, our office manager, retired after many years of dedication and hard work to the department. We wish all of them well with their endeavors.

Two of our retired firefighters passed away during the last fiscal year.

John Strouse, a former member of Company 1, started with the department in 1990. John took part in the first Firefighter I/II program sponsored by the Westford Fire Department, and retired in 1999.

Captain James Barrett served 38 years as a Firefighter/EMT for the Westford Fire Department, rising to the rank of captain and retiring in 2020. He always went above and beyond by obtaining many certifications, mentoring young new members, as well as writing several grants that benefited the department and the town. Jim was instrumental in elevating the town’s Basic Life Support system to an Advanced Life Support system at the paramedic level. During his career, the number of people’s lives Jim touched was endless. He was there to comfort, treat, advise, and mentor. His dedication to the fire service was seen in him every day – he loved his job!

Through three new-hire processes, we welcomed new paramedics Bonnie Evans, Andrew Gordon, and Derek Smith.

### **COVID-19**

In the summer and early fall of FY 2022, we saw a decrease in cases in our area of COVID-19, however once we started getting into the winter months, we did see an increase in COVID-related calls until the late spring. We remain vigilant, taking necessary precautions, and our minimum staffing has afforded us to efficiently and safely handle all calls for service.

We continued our COVID-19 testing at Fire Headquarters for public safety personnel until the late spring of 2022.

Thank you to the Westford Health Department for guidance, along with other town departments, the Select Board, and our residents for their support. It was in the cooperation of all that we kept the public and our personnel safe.

## FIRE DEPARTMENT — CONTINUED

### Fire Chief

Joseph T. Targ

### Deputy Fire Chief

(Daniel A. Britko, retired 11/30/21)

Michael Denehy

### Office Manager

(Joseph Joyce, retired 5/13/21)

Nicolas Demins

### Full-Time Personnel

<b>A-Group</b>	<b>B-Group</b>	<b>C-Group</b>	<b>D-Group</b>
<b>Captain</b> David M. O'Keefe	<b>Captain</b> Shawn P. Girard	<b>Captain</b> Timothy Bellemore	<b>Captain</b> Mark N. Valcourt
<b>Lieutenant</b> Darren Lanier	<b>Lieutenant</b> Andrew Anderson	<b>Lieutenant</b> David Lefebvre	<b>Lieutenant</b> Matthew Svatek (James Lamy, retired 1/8/22)
<b>Firefighter/EMTs</b> William Cashman Timothy Vigars	<b>Firefighter/EMTs</b> David Greenwood Mark Witherell (Timothy Hall, retired 11/23/21)	<b>Firefighter/EMTs</b> Joseph Delpapa, Jr Thomas Lemieux Shawn Ricard	<b>Firefighter/EMTs</b> David Christiana Justin Geneau Susan Smith (Leon Niemiera, resigned 10/17/21)
<b>Firefighter/ Paramedics</b> Andrew Gordon Brett LaFosse Ryan Monat Everett Olsen, III David Ricard John Tuomi	<b>Firefighter/ Paramedics</b> Sean Brown Zachary Driscoll Rich Layne Ben Niemiera Joseph Powling Jesse Ryan	<b>Firefighter/ Paramedics</b> Brian Baker Jeffrey Douphinette Michael Hanley- McCarthy Peter Imhof Derek Smith	<b>Firefighter/ Paramedics</b> Michael Calthorpe Bonnie Evans Benjamin Simmons Kurtis Triehey Jonathan Zielinski

### On-Call Personnel

<b>Firefighter/EMTs</b> Don Post	<b>Firefighters</b> James Joncas Stephen A. Wyke
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## FIRE DEPARTMENT — CONTINUED

### Special Assignment Firefighters

<b>Fire Training Director</b> Capt. David O’Keefe	<b>Fire Investigation Unit</b> Joseph Delpapa Joseph Powling	<b>Emergency Management Co-Director</b> Chief Joseph T. Targ
<b>ALS Coordinator</b> Jeffrey Douchinette	<b>EMS Coordinator</b> Everett Olsen, III	<b>EMS Director</b> Sean Brown
<b>Fire Prevention</b> Lt. Donald Parsons	<b>Juvenile Fire Setters Program &amp; SAFE</b> Lt. Donald Parsons	<b>Community Service Officer</b> Lt. Donald Parsons
<b>Grants</b> Deputy Michael Denehy Capt. David O’Keefe	<b>Hazardous Materials Tech</b> William Cashman	<b>S.A.F.E. Educators</b> Justin Geneau David Lefebvre Kurtis Triehey
<b>Social Media/Website Information &amp; Support</b> David Christiana Bonnie Evans Ben Simmons	<b>Code Enforcement</b> Deputy Michael Denehy Lt. Donald Parsons	<b>Communications Team</b> Chief Joseph T. Targ David Lefebvre Matthew Svatek

### Statistics

Working on/system tests	750
Ambulance calls	2180
Outside ALS Lowell	12
District 6 incidents	39
Medical helicopter	3
Assistance	199
Appliance	7
Engine medical assist	1997
Box alarms	243
Trouble alarms	143
Brush	16
Smoke in the building	14
CO detector	65
Vehicle	13
Fuel	13
Chimney	2
Outside electrical	20
Alarm co. calls	116
Natural gas leaks	58
Smoke investigation	84
Illegal burning	25
Elevator rescue	5
Lockout	30
Fire, other	12
Fire in a building	3
Mulch fire	12

## FIRE DEPARTMENT — CONTINUED

Water problems	15
Lightning strike	0
Mutual aid out	30
Mutual aid in	49
Dumpster	1
Water/ice rescue	2
<b>Total engine responses</b>	<b>3360</b>

Cooking fire permits	105
Brush permits	644
Blasts monitored	88
Blasting complaints	13
Primer cord blasts	0
Smoke detector/co detector inspections (26f/26g)	463
Fire drills	46
Mutual aid ambulance in	113
Mutual aid ambulance out	140
Fire details	91
COVID testing	29
COVID suspected	76
COVID confirmed	48
Back-to-back calls	816
Multi ff transport	83

**Requested mutual aid fire in: 23**

**Requested mutual aid ambulance in: 113**

### Mutual Aid Received

<b>Town/Service</b>	<b>EMS</b>	<b>Fire</b>
DCR Brush		3 brush trucks
Littleton	55 ambulances	9 engines, 2 tower ladders
Ayer	5 ambulances	4 engines
Boston Medflight	3 helicopters	
Trinity	10 ambulances	
Groton	13 ambulances	8 engines
Tyngsboro	14 ambulances	3 engines, 3 tenders
Carlisle		1 engine, 1 tender
Chelmsford		6 engines, 2 rescues
Lowell-Medics	12 intercepts	
Acton	1 ambulance	2 engines, 1 ladder
Concord		1 engine
Lowell		1 ladder
Department of Fire Services		2 hazmat

**FIRE DEPARTMENT** — CONTINUED

**Request for mutual aid fire out: 31**  
**Request for mutual aid ambulance out: 140**

Mutual Aid Given		
Town/Service	EMS	Fire
Littleton	45 ambulances	7 engines/2 towers
Acton	25 ambulances	5 engines
Ayer		1 engine
Groton	36 ambulances	1 engines
Tyngsborough	22 ambulances	5 engines
Chelmsford/Trinity EMS	6 ambulances	2 engines
Devens		2 engines
Dracut	1 ambulance	
Lowell	1 ambulance	2 engines
Sudbury	1 ambulance	
Dunstable		2 engines
Carlisle	3 ambulances	2 engines



# FRIENDS OF EAST BOSTON CAMPS

Westford Friends of East Boston Camps (EBC) has been recognized by the IRS as a charitable organization under Section 501(c)(3) of the IRS code and contributions are tax deductible.

## Our Mission

Westford Friends of East Boston Camps was established in 2007 as a nonprofit organization with the mission of supporting the conservation, maintenance, and improvement of the historic East Boston Camps property for environmental, outdoor recreational, and educational purposes.

## Our Goals

- Preserving the scenic beauty and natural resources of Stony Brook Conservation Land
- Restoring the historic East Boston Camp buildings
- Bringing back the tradition of overnight camping
- Providing support for including inner city children in camping programs
- Supporting events to promote community awareness and appreciation

## Our Projects

The revitalization of Nashoba Lodge is almost complete except for the restoration of the granite fireplace and a new chimney. Nashoba Lodge is ready for the activities we envisioned:

- Indoor game playing
- Educational events about conservation and local wildlife
- Educational use for 5th Grade Camp, scouts, and other groups
- Gathering place after trail walks
- Event space

In the Dining Hall, we completed refinishing the original wood floor and helped facilitate the replacement of the new compressor in the walk-in cooler. The memorial plaque of a 1932 donation of the Hyman Sisters was removed and saved.

With our Westford Academy Capstone student from last year, Iza Fernandes, we had new designs done for the main kiosk at the Stony Brook entrance. Also, Chris Coutu of the town's GIS Department made new maps of the trail system with details, cabin locations, and camp history for the kiosk at the main camp.

## Our Events

Due to COVID-19, we were unable to hold any of our traditional events (Spring Gala and Fall Barbecue Festival). During the entire month of April, we had a lobby display of brochures, trail maps, posters and photos of events, historical information of the camps, and membership information at the business of one of our sponsors. We also had our display table set up at the town's Strategic Planning Retreat in September.

**Rose O'Donnell**  
*President*

**Peter Mahler**  
*Treasurer*

**Sue Corneliussen**  
*Secretary*

**Diane Earl**  
**Patti Mason**  
**Marcia Stokes**  
**Leslie Thomas**  
*Board Members*



*New main kiosk*

# FRIENDS OF EAST BOSTON CAMPS — CONTINUED



Since fundraising has been challenging, we are reaching out to past sponsors and supporters for any contributions or donations to help us continue our work on restoring the buildings and facilities at East Boston Camps. In addition, we had a fundraising event selling T-shirts with the EBC Friends logo, we participated in “Giving Tuesday,” and we were organizing a “Great Gatsby Gala” but had to cancel due to COVID-19.

# BOARD OF HEALTH

The Board of Health, an elected board, is responsible for developing policies and regulations, and enforcing local and state health and sanitary codes. The Board is charged with protecting the public health and safety of the town. The Board directs the Health Department to carry out enforcement. The Board of Health meetings are held the second Monday of each month at Town Hall or virtually.

In 2021-22, the Board of Health members and the Health Department staff continued their fight against the spread of the COVID-19 virus. The confirmed cases of COVID-19 changed from month to month throughout the year. There were 3,280 confirmed cases recorded in town.

Our school nurses supported the effort with helping and assisting with contact tracing positive cases. Three additional contact tracer positions were hired with American Rescue Plan funding to help with the COVID-19 case load. Several restrictions were implemented statewide to control the spread of the virus, and functions such as our flu clinics became drive-through operations. Additionally, the first COVID-19 vaccines were introduced in January 2021. Normal programming that the department usually provides to the public was either limited, postponed, or provided virtually.

The following personnel make up the Health Department:

Rae Dick, BS, CP-FS	Health Director/MRC Director
Abby Graham, REHS, MPH	Assistant Director
Stephanie Dondero	Administrative Assistant, resigned
Vacant	Substance Abuse Prevention Coordinator
Gail Johnson, R.N.	Public Health Nurse
Vacant	Health Agent (Abby Graham moved to Assistant Director)
Arnie Price, CP-FS	Food Inspector (resigned, assisting in limited capacity)
Andrea McKinley, Carrie Pizette	Registered Dental Hygienists
Nancy Burns (grant)	Upper Merrimack Valley Medical Reserve Coordinator
Brittany Nash	Regional Community Wellness Coordinator

Note: Jeffery Stephens, Health Director/MRC Director, resigned in August 2021

**Stephanie Granger**  
*Chair*

**Zac Cataldo**  
*Vice-Chair*

**Michele Pitoniak-Crawford**  
*Secretary*

**Joanne Belanger**  
**Susan Hanly**



**Public Health**  
Prevent. Promote. Protect.

## HEALTH DEPARTMENT — CONTINUED

The Westford Health Department provides a wide range of clinical, environmental, and emergency prep services to help monitor and improve the health and safety of the residents of Westford. These diverse public health initiatives and efforts, conducted by our staff, promote positive health practices, protect the health of the community, and encourage healthy behaviors across the life span. We are committed to planning and delivering accessible health services to Westford residents and reducing the incidence of illness and death in our community through surveillance and education.

**Rae Dick, BS, CP-FS**  
*Health Director/  
Medical Reserve Corps Director*

### Health Services Division

The Health Services Division focuses on early detection of disease, elimination or control of risk factors for adverse health conditions, and the application of available preventive measures.

FY 2022 focused on contact tracing, community education, and workplace safety protocols with regards to COVID-19. There was a constant flow of state regulatory changes that were enforced through the Health Department. Reoccurring COVID-19 cases, mandates, complaints, questions, and activities consumed a significant amount of the department staff's daily schedules. Despite the additional workload with the pandemic, the Health Department was able to perform its daily functions. When not working on pandemic-related readiness, strategy, and emergency response, the Health Services Division addressed a comprehensive range of health conditions and concerns. Programs and services include:

- communicable disease surveillance
- communicable disease control
- immunization programs (including yearly community and school-based flu clinics)
- health fair and Farmers Market education
- educational programs for the community and schools – CPS and Stop the Bleed classes
- health screenings (blood pressure clinics, hearing)
- mental health programs (with referrals)
- substance abuse prevention services (tobacco/vaping use, alcohol/drug use)
- school-based dental program (grades k-5)
- senior dental program
- tobacco control (including enforcement of state and local smoking control requirements)
- issuance of permits for tobacco retailers (with compliance monitoring)
- town employee wellness program
- sharps program
- mercury and cell battery collection
- unwanted medication drop off
- emergency preparedness

You can access the complete list of services on our website at [westfordma.gov/215](https://westfordma.gov/215)

The Health Department focused on influenza (flu) and COVID-19 clinics for residents. The department gave out rapid antigen COVID-19 test kits. We provided education on COVID-19, mental health services, tick-borne disease, septic system and private drinking water

## HEALTH DEPARTMENT — CONTINUED

well maintenance, and PFAS education at the Farmers Market, virtually, at community events, and through social media platforms. This year, the Health Department did change its focus to education on COVID-19 disease management and prevention.

### **Upper Merrimack Valley Medical Reserve Corps**

The Westford Health Department remains the host agent for the Upper Merrimack Valley Medical Reserve Corps (UMVMRC). The local unit prepares for local disaster response and promotes public health across the region. Since 2022, the unit welcomed additional members, boosting the unit to a record 700 volunteers.

This year proved to be a busy year for the Merrimack Valley's MRC unit. The unit members responded and provided influenza and COVID-19 immunizations at dozens of clinics, provided administrative assistance, handed out COVID rapid kits, provided contact tracing, and assisted at other programs. 72-Hour Emergency Preparedness backpacks were provided to senior citizens and the homebound. To maintain their readiness, the MRC unit continued to recruit, credential, train, and steadily build on their deployment skills.

Member capabilities include providing clinical to non-medical skills for ongoing activities that include blood pressure screenings, emergency preparedness education, flu clinic support, CPR/First Aid training, emergency sheltering, public health programming, and disaster response.

Unit members helped offset food insecurity by picking up groceries for homebound residents and delivered both food pantry bags and hot meals to seniors. The UMVMRC was awarded a \$75,000 National Association of County and City Health Officials (NACCHO) RISE grant. The RISE (COVID-19 Respond, Innovate, Sustain, and Equip) awards are provided for capacity building. Rather than focusing on a given project, the intent is to boost a unit's overall ability to respond effectively to the needs of its community.

For more information about the UMVMRC or volunteering, see [umvmrc.org](https://umvmrc.org).

### **Domestic Violence**

The Health Department and local partners continue to address the issue of domestic violence within the community through the Westford Coalition for Non-Violence (WCNV). Various town departments, concerned residents, clergy, and victims attend quarterly planning meetings.

In 2022, members of the WCNV and Health Department staff purchased and assembled over 25 Mother's Day baskets for a local women's shelter. This group provided education on domestic violence, programming, and resources for residents. The group completed and updated their resident resource brochure.

For more information on the WCNV and a listing of local resources, go to [westfordma.gov/1364](https://westfordma.gov/1364).

### **Grants**

This year, we continued to solicit grants, which enable us to provide expanded services to our residents. We received generous donations totaling \$6500 from the Friends of the Cameron Senior Center to support our shingles and senior dental program. We are extremely grateful for the support of all our partners, which enables us to continue to provide high-quality preventive services to the community and our most valuable residents.

## HEALTH DEPARTMENT — CONTINUED

Our department became the host agency for a Regional Shared Services grant through the Department of Public Health. The grant is for \$295,000 and provides a regional community wellness coordinator, an accreditation coordinator, and grant manager for the towns of Acton, Dracut, and Westford, and the city of Lowell. We also received a regional \$110,000 COVID-19 grant to assist with contact tracing, clinic supplies, signage, picnic tables, and other pandemic supplies.

The Westford and Lowell Health Departments are beginning the Public Health Accreditation process to become certified health departments. Brittany Nash, our community health and wellness coordinator, began providing education and programming on mental health and substance abuse access and resources.

### **Drug/Substance Abuse Usage**

We continue to work with the Westford Police Department, Westford Public Schools, the Massachusetts Opioid Abuse Prevention Collaborative, the Substance Abuse Prevention Collaborative, the Westford Parent Connection, and other organizations to educate the public on increasing trends in drug, alcohol, and vaping usage. We continue to monitor tobacco sales at our local stores and have started tobacco permit inspections.

### **Dental Program for Seniors and School-Age Children**

Our school dental program saw a 40% increase in children requesting screening and cleanings. Our school dental program for students in grades K-6 is led by dental hygienist Andrea McKinley, who is committed to providing an excellent oral health program to the students. Because of our generous benefactors and Dr. Tom Schofield, we are also able to continue the dental program for senior citizens. Our grants, administered in cooperation with the Cameron Senior Center, provide high-quality dental care for underinsured seniors. Our department was also able to secure \$20,000 of American Rescue Plan funding for the senior dental program.

### **Environmental Services Division**

The Environmental Services Division (ESD) is charged with the protection and prevention of environmental hazards that may adversely affect the health, safety, and well-being of Westford residents.

Programs and services include conducting inspections for:

- installation of septic systems
- Title 5 soil evaluations
- public and semi-public swimming pools/beach testing
- housing/hoarding
- beavers complaints
- food establishments for annual, temporary, and mobile establishments
- recreational camps for children
- hazardous materials
- stabling/piggery
- pest and vector control
- polystyrene/plastic bags restrictions
- demolition inspections
- plan reviews
- nuisance complaints regarding noise, dust, odor
- mercury collection program

## HEALTH DEPARTMENT — CONTINUED

- private well education program

The Environmental Services staff maintains the mercury collection program, investigates environmental violations, conducts site plan reviews, reviews building permit applications, and oversees private drinking water wells and groundwater protection. The staff conducts enforcement actions, investigates general health nuisances/complaints, reviews Title 5 Inspection Reports, and provides educational programs on environmental health topics to both the businesses and citizens of Westford. This year the ESD provided virtual education trainings on private drinking water wells and septic systems to both residents and realtors.

### **Healthy Lakes and Ponds Collaborative**

The Environmental Services division co-chairs the work of the Healthy Lakes and Ponds Collaborative with the Conservation Resource Planner. Our goal is to work together with the Lake and Pond representatives to improve the overall quality of Westford's waterbodies. The collaborative raises awareness, educates the public on invasive weeds, and works to maintain the health of the lakes and ponds. The collaborative has received Community Preservation funds to continue monitoring, surveying, and treating the lakes and ponds.

### **Food Inspectional Program**

The Environmental Services Division maintains their US Food and Drug Administration (FDA) Voluntary National Retail Food Regulatory Program Standards program. The program fosters food safety through risk-based systems. The Health Department has been enrolled in the program for over seven years. The program requires continual food safety inspection improvement, training, written policies, and standardized inspections. This year the department met an additional program standard.

The Health Department received several grants from the FDA and National Environmental Health Association (NEHA) retail standards program to continue with ongoing improvements to the department's food inspectional program and to provide training. Our food inspectional program provided ongoing food safety education and a virtual food manager course to several organizations and businesses in the community.

Annually, the division staff provides trainings, programs, and community health fairs including Homeowner and Realtor Septic Systems 101 classes, septic installer/inspector training classes, tick-borne illness prevention programs, weed watcher programs, and food safety education classes. The ESD provided sun safety and tick-borne illness/disease education at the Westford Farmers Market.

The staff at the Health Department continues to aim for a higher standard of services and continues to work on their annual professional development requirements.

Visit the Health Department webpage at [westfordma.gov/215](https://westfordma.gov/215) for more information. You can also find the most updated information on our Facebook page, [facebook.com/westfordhealth](https://facebook.com/westfordhealth).

# HEALTH DEPARTMENT — CONTINUED

## Health Department Statistics

### Communicable Confirmed Cases

Campylobacter	2
Babesiosis	2
Giardia	0
Cryptosporosis	1
Hep B	1
Home Visits	12
HGA	3
Legionellosis	1
Lyme Disease	0
Salmonella	3
Shiga toxin producing organism	0
Active TB	0
TB latent	0
Varicella	0
Pertussis	0
Influenza	109
COVID-19	3,280

### Services

School flu immunizations	138
Seasonal Flu immunizations	1078
Pneumonia	0
Immunizations	0
Hepatitis C	2
COVID-19 clinics	603
Hearing testing	17
Hypertension screening	23
Animal bite consultation	32
Cholesterol screening	0
Tuberculosis testing	0
MRC hypertension screening	0

### Educational Programming

Number of programs	2
Virtual and in-person participants	56
Employee health programs	2
Number of Participants	83
CPR/First Aid trained	73

## Documents and Permit Applications Processed

### Septic Related

Septic haulers/installers	84
Soil evaluations & percolation testing	84
System Construction	215
Portable chemical toilets	7
Title 5 inspections reviewed	259
System construction inspections	860

### Water/Well Systems Related

Water/well systems	47
--------------------	----

### Camp/Camping Related

Day/overnight & rec camps	6
Inspections conducted	7

### Recreational Water Related

Swimming pool inspections	27
Swimming pools	21
Bathing beaches	13
Bathing beach inspections/testing	192

### Food Service Related

Permitted food establishments	146
Food establishment complaints	24
Catering licenses	4
Other (frozen dessert, milk & cream)	131
Food establishment plans reviewed	5
Mobile	8
Seasonal establishments	19
Temporary events	31
Farmers Market	16
Residential/cottage foods	6

### Body Art Permits

Body art practitioner	2
Body art establishment	2
Body art plan review	1



**HEALTH DEPARTMENT — CONTINUED**

Temporary housing	5
Housing inspections	46
Beaver inspections/complaints	11
Building permits	181
Stabling & piggery permits/ inspections	12
Hazardous materials permits	40
Demo permit inspections	23
Funeral director licenses	3
Tanning license	1
Tobacco establishment licenses	21
COVID-19 related complaint inspections	96

# HEALTHY WESTFORD COMMITTEE

The Healthy Westford Committee supports outdoor activities such as walking and running, as well as healthy foods and a healthy environment.

## Bike Racks

The Committee supports bike racks. We made a survey of important destinations such as East Boston Camps and the schools, and the disappointing results told us that a number of important destinations did not have bike racks. To improve the situation, we made presentations to the Select Board and the other parts of town government. Our efforts were successful, and soon a number of new bicycle racks will be installed where needed.

## Core Westford Walkway

The Committee is developing a concept we call the Core Westford Walkway. The concept is a north-south walkway extending the entire distance from the Tyngsboro town line (north) to the Acton town line (south). This is a joint project with the Pedestrian Safety Committee. This main walkway, which is intended to be wheelchair accessible, will connect to a number of major destination areas, including Nabnasset School, Grassy Pond, East Boston Camps, Abbot School, Roudenbush, Town Hall, Town Common, Minot’s Corner, and the Bruce Freeman Rail Trail. The Core Westford Walkway will, of course, connect with many other trails and walkways, for example the many existing trails at Grassy Pond and East Boston Camps. Much of the Core Westford Walkway currently exists. The Committee is working on certain gaps, one being a future pedestrian bridge over Stony Brook near the Depot Street bridge for vehicles. The committee has been meeting with the Town Engineers and the Select Board.

## Accessible Paths

The Committee is also working to improve wheelchair accessibility in town. One specific project is to arrange for repaving the second entrance to Nabnasset School (from Polley Road). This handy way of entering the school property is currently being used, but only by walkers. The Committee has made this proposal to the School Department, the Department of Public Works, and other departments involved. Our requests have resulted in good support, but the repaving has not happened yet.

The Committee is also developing a wheelchair-accessible path through a wooded area of -owned land next to Edwards Beach. Currently there is no accessible woodland path anywhere in Westford, so this will be the first. On the other side of the beach parking area is an accessible play area, which is very popular. We anticipate that this accessible woodland trail will be popular, too. Although this new trail is not yet wheelchair accessible, the trail is now open and clearly visible.

## Walking between Commercial Buildings

The Committee has also been active in improving the pedestrian access between commercial buildings in the Rt. 110 area. In one case, the Committee has been looking at the wooded strip of land between Walgreens and the abutting restaurant, Ocho Cafe. The Committee spoke with the two businesses and found that they both would welcome improved walking conditions between the two. The Committee offered to create a walkway simply by adjusting the stonewall and trimming branches. This improved connection is now open for walking.

**William Harman**  
*Chair*

**Rae Dick**  
*Westford Health Director*

**Don Galya**  
**Alexander Hilton**  
**Sean Kelly**  
**Nadia Mounsif**  
**Katie Russell**

**HEALTHY WESTFORD COMMITTEE —** CONTINUED

**Charge to the Healthy Westford Committee:** To support the community members of Westford in improving their personal health and safety and that of their households, public spaces, and ecosystems.

# HIGHWAY DEPARTMENT

The Highway Department from July 1, 2021 through June 30, 2022 performed the following work:

Stephen Cronin  
Director of Public Works

## Town Roads

Regular maintenance and repair of town roads consisted of cleaning and repairing of catch basins and manholes, the cutting of brush on the sides of the roadways, repair of guardrails, and patching and sweeping of roads and municipal parking lots. The Highway Department also grades all town gravel roads, installs berms and curbing, and cuts and clears trees from the roadways during and after storms.

This year 7,000 tons of bituminous concrete were used for repair and maintenance of town roads.

## Roads Resurfaced

The following streets were resurfaced with bituminous concrete:

Abby Road	Anderson Lane	Douglas Road
Kirsi Circle	Landmark Road	Ledgewood Drive
Providence Road	Sassafras Road	Sequoia Road
Vose Hill Road	Walter Circle	

In addition to the above, we replaced 12 catch basins and reset and repaired 92 catch basins.

## Drainage Town Roads

The following streets had drainage installed:

Chandler Road	690' of 6" leach pipe, 40' of 12" culvert pipe
Greenwood Road	60' of 6" leach pipe, 40' of 12" culvert pipe
Kings Pine Road	100' of 10" leach pipe
Russells Way	140' of 6" leach pipe

## Snow and Ice Removal

The Westford Highway Department, in the interest of public safety and for the convenience of motorists, cleared the snow and ice from approximately 175 miles of roadway. In this process, the Highway Department used 3,250 tons of road salt, 124 tons of sand, and 19,000 gallons of liquid anti-icing product.

Following are the dates the Highway Department was called out to treat or plow the town's roads:

November 27	0" freezing rain	salt
December 9	1" snow	salt
December 22	0" freezing rain	salt
December 24	0" freezing rain	salt
December 25	1" snow	salt
December 28	0" freezing rain	salt
January 5	0" freezing rain	salt
January 7	6" snow	plow/treat
January 9	0" freezing rain	salt
January 11	0" snow	salt
January 17	6" snow	plow/treat
January 20	0" freezing rain	salt
January 25	1" snow	salt

## HIGHWAY DEPARTMENT — CONTINUED

January 29	15" snow	plow/treat
February 4	3" snow	plow/treat
February 7	0" Sleet	salt
February 8	0" freezing rain	salt
February 14	3" snow	plow/treat
February 19	1" snow	salt
February 25	7" snow	plow/treat
March 2	0" freezing rain	salt
March 9	4" snow	plow/treat
March 12	1" snow	salt

### **Highway Staffing FY 2022:**

**Highway Superintendent** – Vacant

**Records Supervisor II** – Nicole Feliciano

**Operations Supervisor** – Kevin Lynch

**Crew Supervisor** – Dave Hall

**Crew Supervisor** – Michael Cawthron

**Crew Supervisor** – Timothy Hopkins

### **Heavy Equipment Operators**

Brandon Bomal

Erik Carratu

Joseph Gervais

Brian Keefe

Nathan LeDuc

Glenn Robinson

Jacob Rowe

Richard Savary

Lewis Tarbox

Steven Vinal

**Fleet Operations Supervisor** – Kosta Tsouprakos

**Mechanic** – Robert Cuestas

**Parks Operations Supervisor** – Jonathan Revis

**Parks Crew Supervisor** – Robert Upperman

### **Heavy Equipment Operators shared with Parks and Recreation**

Christopher Anderson

Brian Auger

Glenn McCarthy

Derek McNiff

**Cemetery Supervisor** – Richard Nowoichik

**Heavy Equipment Operator shared with Cemetery** – Connor Mendes

We must remember that this is New England and that we should all be prepared for whatever Mother Nature dishes out to us. Thanks to all residents for their patience and cooperation in assisting us with these events.

Our sincere thanks also go to the Select Board and Town Manager for their full cooperation and support to all members of the Highway Department.

# HISTORICAL COMMISSION

The Historical Commission was established January 21, 1975, by unanimous vote of Special Town Meeting under the provisions of Section 8D, Chapter 40 of the Massachusetts General Laws. It is chartered with the preservation, protection, and development of the historical and archaeological assets of the town. It may research places of historic or archaeological value and coordinate activities for the purpose of protecting and preserving such places. It may make such recommendations as it deems necessary to the Select Board and to the Massachusetts Commission that any such place be certified as a historical or archaeological landmark. The Historical Commission may hold hearings; enter into contracts with individuals, organizations, and institutions for services; accept gifts, contributions, and bequests of funds from individuals; and perform any and all acts necessary or desirable for the purpose of furthering the Commission’s goals.

<b>David Gutbrod</b> <i>Chair</i>
<b>Brian Alcorn</b> <i>Secretary</i>
<b>Robert Stafford</b> <i>Treasurer</i>
<b>Bruce Doran</b> <b>Brenda Grant</b> <b>David Meichsner</b>

## Key Activities in FY 2022

- Community Preservation Projects: Encourage and support historic preservation projects
- Monitoring, documenting, and making recommendations regarding demolition applications
- Care and custody of the Westford Museum and cottage at 2 and 4 Boston Road
- Completion of the Westford Museum window stabilization project through Community Preservation funds
- Monitoring the developments at 124 and 164 Main Street in order to preserve their historical impacts on the town
- Meeting with and facilitating Eagle Scout candidates on the creation of an archive of house demolitions over a 10-year span (2010-2020) and the installation of benches outside the Westford Museum

# HOUSING AUTHORITY

The Westford Housing Authority (WHA) is entering its 53rd year providing affordable housing opportunities to seniors and families in the region as well as providing support to the various town committees and departments that focus on affordable housing matters.

The Board would like to thank Janine McCormack for her work in her position as our Tenant Housing Authority Commissioner for the past three years. Ms. McCormack has resigned from the Board opening up the position to another tenant. The remaining Board members would like to take the opportunity to thank Barbara Upperman for her willingness to come on the Board as the Tenant Housing Authority Commissioner. This is one of the most difficult positions to hold on a Housing Authority Board of Commissioners.

Diane Holmes continues to serve as the Housing Authority’s representative to the Community Preservation Committee. The Authority would like to take this opportunity to recognize Commissioner Carol Engel who has completed 31 years of service to the Authority. Long time Board member Muriel Drake passed away suddenly in December 2021 and is very much missed by the Board and Westford Housing Authority staff. Nancy Cook, the Governor’s Appointee, has been very busy trying to make our goal of providing more low-income housing for seniors become a reality. Her dedication to this cause needs to be noted once again. This exemplary dedication to Westford’s affordable housing programs is applauded and recognized with great gratitude.

The Westford Housing Authority provides housing to low-income and moderate-income seniors, families, and persons with disabilities. The portfolio consists of 73 units of senior housing, six family units, and eight units for people with disabilities. The WHA also owns three apartments at the Brookside Mill Condominium complex and leases them to families who are at or below 80% of the area median income. The WHA provides management and maintenance for these units and is currently overseeing a capital improvement project at our 7 Church Street building, 7 Cross Street building, our family housing at School Lane, and our buildings at 65 Tadmuck Road.

The WHA now maintains its wait list with the new CHAMP Application recently created by the Department of Housing and Community Development. This new application is a one-stop option for applying for state-aided public housing by only having to fill out one application to get on housing lists throughout the state. Over the past year we have been inundated with applications for housing, both senior and family housing. This proves that the housing crisis in Massachusetts is real and that folks are desperate for affordable housing options.

The Town of Westford supports the WHA and its residents by providing access to the Council on Aging and Cameron Senior Center programs and professional staff.

The Westford Housing Authority would like to recognize Jennifer Claro, Alison Christopher, Katie Russell, and Annette Cerullo for their hard work and dedication to the seniors and families of the Westford Housing Authority. The Westford Housing Authority would also like to recognize tenant Mike Dyer for his invaluable volunteer services to the Housing Authority.

**Nancy Cook**  
*Chair*  
*Governor’s Appointee*

**Diane Holmes**  
*Vice-Chair*

**Carol Engel**  
*Treasurer*

**Barbara Upperman**

**Lisa Larrabee**  
*WHA Executive Director*

## HOUSING AUTHORITY—CONTINUED

The WHA continues to provide day-to-day support to the residents of Westford and surrounding communities who are seeking affordable housing. WHA staff answers questions and provides information and referrals to individuals and families on their affordable housing options including rental and home ownership opportunities. In addition, the WHA Executive Director supports the Affordable Housing Trust Fund by scheduling meetings and generating minutes.

The WHA provides oversight of re-sales and re-finance activities for many of Westford's affordable homes. This oversight ensures that these units are preserved as affordable housing and remain on the Subsidized Housing Inventory, which is monitored by the state to ensure that our town is making strides toward the state-mandated goal of 10% affordable housing in every community. Westford has seen many re-sales of affordable homes during the past year, which means that first-time homeowners are moving on to bigger and better homes, opening new opportunities for other families to purchase their first home in town. The WHA also oversees the annual "Self-Certification of Occupancy" process for approximately 130 affordable homeowners. The WHA continues to work with the property managers at Avalon Acton, Princeton Properties, and Abbot Mill to verify that new and existing tenants qualify for affordable rental housing. All these developments are following the reporting requirements of their permits.

This past year the WHA has taken over the responsibility of administering the Westford Rental Assistance Program (WRAP), created by Council on Aging Director Jennifer Claro. Payments to Westford landlords are being made through a grant from the Affordable Housing Trust Fund. WRAP is currently helping five Westford families with part of their rent payment. The WHA has also taken over the Westford Emergency Rental Assistance Program (WERAP), a program created by the Affordable Housing Trust Fund to help Westford residents with their rent when their incomes exceed 80% of the area median income. Both programs are being paid from funds through the Affordable Housing Trust Fund.

The Westford Housing Authority Board of Commissioners, staff, and residents would like to thank the various Town of Westford departments for all the help they have provided us throughout the year. The Westford Housing Authority recognizes how incredibly supportive the Town of Westford is to us.

65 Tadmuck Road, Westford, MA 01886  
Phone 978-692-6011/Fax 978-692-9609  
Email: [westfordhousing@westfordma.gov](mailto:westfordhousing@westfordma.gov)  
Webpage: [westfordma.gov/549](http://westfordma.gov/549)



# HUMAN RESOURCES DEPARTMENT

## **Personnel Advisory Committee**

Joan Bennett, Chair

Judith Ramirez

Denise Vuilleumier

The Personnel Advisory Committee (PAC) meets as needed to review personnel policies, pay and classification plan changes, and job descriptions.

**Pamela P. Hicks**  
*Director of Human Resources*

**Cindy P. Martineau**  
*Benefits Coordinator*

**Melissa Cunniffe**  
*Administrative Assistant*

The town renewed the health insurance coverage with Blue Cross Blue Shield (BCBS) for the period of November 1, 2021 through October 31, 2022 with a 4.9% premium increase. Effective March 1, 2022, the Town of Westford moved to a partially self-funded model with BCBS in an effort to reduce health care costs. This included separate stop-loss coverage for claims exceeding \$125,000 in the plan year. The change resulted in a rate *reduction* for the HMO and PPO plans (non-Medicare supplemental plans) of 2.29% for the remainder of the plan year.

As of June 2022, there were 534 retirees on Medicare supplemental insurance (Medex), 72 retirees on active health insurance plans who were not yet eligible for Medex, and 606 of over 1,200 employees who were actively insured on these plans. The town insured approximately 58% of town and school employees who were benefit-eligible.

The town's Other Post-Employment Benefits (OPEB) trust fund balance in June 2022 was \$10,583,134.

The Human Resources (HR) Department works closely with all departments, employees, and retirees to ensure compliance with state, federal, and local personnel laws and regulations. New employees are provided with state ethics law summaries and training requirements, as well as workplace violence and sexual harassment policies. Town and school Human Resource Departments work together to ensure consistency and accountability to serve over 1,200 employees and approximately 650 retirees. Some of the daily responsibilities include fielding questions and assisting employees and retirees; working closely with Payroll/Accounting and Finance to administer union contract benefits and ensure compliance; leaves/absences and payments, benefit changes; Family and Medical Leave Act (FMLA) leaves, Workers Comp and Police and Fire accident insurance (111F) administration; recruitment process; paying, auditing and reconciling benefit bills; turnovers; and human resources information system (HRIS) changes.

The HR Office manages the administration of the following areas:

## **Insurance**

- plan administration for all insurances for town and school employees and retirees
- benefits changes and enrollments
- credible coverage notices and general notices for town and school employees and retirees
- coordination of open enrollment for town and schools
- self-pay and COBRA payments
- monthly reconciliation of all benefit bills
- voluntary long-term disability, short-term disability, life insurance, accident insurance, vision insurance, and dental insurance
- administration of Workers Comp program for town and school
- administration of Police and Fire accident insurance (111F)
- Medicare Part D reporting for town and schools

## **HUMAN RESOURCES DEPARTMENT — CONTINUED**

### **Retirees**

- Town retirements, including communication, benefits, and support in conjunction with the Middlesex Retirement System, Massachusetts Teachers Retirement System, and Public Employment Retirement Administration Commission (PERAC) for approximately 650 retirees
- maintain retiree contact information
- provide monthly benefit deduction requests to Middlesex Retirement and process turnovers for town and schools
- mailings
- process turnovers for Massachusetts Teacher Retirement System

### **Employment Pay and Classification Plans**

- conduct surveys and drafting changes
- write and review job descriptions
- work with the Personnel Advisory Committee to prepare recommendations for the Town Manager

### **Administration**

- work closely with department heads, employees, and retirees to assist and advise on a broad range of personnel issues
- personnel functions including implementation and interpretation of personnel policies and procedures and collective bargaining agreements
- recruitment
- hiring
- union negotiations
- evaluations
- salary surveys
- orientation
- disability
- maintain all permanent personnel records
- ensure Americans with Disability Act (ADA) compliance
- handle Family Medical Leave Act leaves
- Human Resource Information System
- compensated absences
- employee accruals
- annual rollover of the payroll system
- Employee Assistance Program (EAP)

### **Accounting**

- Flexible Benefit Plans (Section 125)
- monthly benefit withholding audits
- authorize and process payments of town and school health and benefit bills
- Medicare Part B premium penalty payments
- process turnovers

The Human Resources webpage can be found at [westfordma.gov/274](http://westfordma.gov/274).

# J. V. FLETCHER LIBRARY

## Massachusetts Public Library Construction Project Grant

Since 2011, Library staff, the Library Facility Needs Committee, and the Library Trustees Board have worked to poise the municipality for a Massachusetts Board of Library

Commissioners Massachusetts Public Library Construction Project Grant application which was submitted in 2017. The Town of Westford was waitlisted in FY 2022 at number 5, in line for \$7,851,944 million in grant funds. This award rests upon state funding, town review, and future town votes in favor of proceeding with this project. In May 2022, the town learned that the Division of Administration and Finance had appropriated additional funds for the Library Construction Program and that Westford's provisional grant award notification would be made one year early, in July 2022.

**Ellen Rainville**  
*Library Director*



The design devotes almost all new space to the public and to the residents who use it most. The Library design:

- more than doubles the space for children, and offers a separate area
- triples space for young adults and emerging adults
- doubles public meeting spaces (booked 6 x day)
- centralizes circulation functions
- increases silent, tutorial, and collaborative study options
- offers improved technology and spaces to accommodate future trends and uses
- offers improved traffic flow and increased parking
- is fully handicapped-accessible and meets current fire, safety, ventilation, and building codes

The Westford Library has a strong history of gifts, donations, benefactors, and grants:

- 1797 – Original Social Library founded by 25 citizens
- 1859 – Social Library donated to the town
- 1873 – Agricultural Library donated to the town
- 1895 – Jonathan Varnum Fletcher donated 75% of the funds to build a new library on the Common
- 1963 – Basement Children's Room funded by J. V. Fletcher's great grand-daughter Marian F. Winnek
- 1969 – Renovation/addition funded by federal LSCA Title II grant
- 1979 – Bookmobile funded by federal LSCA Title I grant
- 1988 – Renovation/addition awarded Massachusetts Public Library Construction Project (MPLCP) grant award
- 2007-2012 – Library Beautification funded by the Friends of the J. V. Fletcher Library, Inc.
- 2017 – Westford waitlisted for MPLCP grant award of almost \$8 million
- 2023, January 9 – Deadline for Westford to approve project and accept grant

*You make a difference to many people's lives, especially mine.*  
Library patron

## J. V. FLETCHER LIBRARY—CONTINUED

### Return to “New Normal”

Prior to June 1, 2021 library staff delivered over 25,000 curbside pickups to the rear entry and covered the equivalent distance of walking to Pittsburgh, PA. FY 2022 represented the first full year of a return to “new normal” service (with the delayed return of meeting room use) and a number of COVID offerings became permanent new services.

New FY 2022 services included:

- Assabet and CANVA software
- Proquest: US Newstream
- Grab ‘n Go Bundles, Craft Kits, Book Club Bags, Make and Take Bags
- outdoor Friends Book Sale
- all-Library Friends Book Sale
- circulating HotSpots



**Youth programs:** Exciting and new Youth Services programming in FY 2022 included:

- Elementary Book Clubs
- monthly Crafternoons
- weekly Mother Goose
- Fresh Start Foods Gardens
- virtual Passover Storytime
- *Frozen*, with Elsa
- 12-noon New Year’s Eve Celebration
- Animal Craze Traveling Farm at Earth Day Festival

*Thank you for your wonderful New Year’s celebration (i.e. 12 noon New Year’s Eve)! You ladies are so much fun and bring so much joy to our family. We are so grateful to have such an amazing children’s room staff!*  
Library patron

**Adult programming** continued its monthly Book Groups and Clubs in an all-virtual format, with the Library Book Discussion Group, the Monday Mystery Book Club, and the Nonfiction Book Club, as well as the Westford Job Seekers Network meeting weekly. Thirty-three neighborhood, library, and library/school book groups were supported by the Inter-Library Loan Department. Westford Job Seekers Network held its last meeting on February 9, feting librarian Dina Kanabar after 13 years of free weekly programs attended by 16,387 job seekers. The Fletcher Library will be collaborating with other Merrimack Valley libraries in offering bi-weekly 50+ Job Seekers Programs into the future. Adult programs – primarily virtual throughout FY 2022 – included:

- Discover India Series
- Financial Literacy
- Irish Genealogy
- Climate Change Conversation
- Virtual Beatrix Potter
- Tuskegee Airmen
- Spring Cleaning: Feng Shui approach
- James Webb Telescope

*I was a job seeker for the first time last year after a 30-year accounting career. Your group and the networking was key for me to get back on my feet.*  
Westford Job Seeker attendee

*You have helped hundreds of thousands of people over the years with your meetings.*  
Westford Job Seeker attendee

## J. V. FLETCHER LIBRARY—CONTINUED

### Make & Take Crafternoons

Monthly  
Mondays  
3:30-4:30

The three Summer Reading Programs (child, tween, and adult) netted 1,468 registrants from June 2021 through August 2021 for the statewide reading theme of: *Tails and Tales*. This summer read-fest – funded by the Friends of the J. V. Fletcher Library, Inc. and the Massachusetts Library System – continued the experiment with remote and outdoor Summer Reading Programs. We thank the Westford Public Schools and Westford Academy for the loan of outdoor

staging through the summer of 2021, and we thank the Select Board for approving ARPA funds for our own outdoor staging for the hosting of safe, distanced, outdoor events.

### Gift- and Grant-Funded Initiatives and Awards

In FY 2022, the Friends of the J. V. Fletcher Library, Inc. provided almost \$20,000 in book and new format funds, and one-half of the Library's MVLC annual membership was paid from the State Aid to Public Libraries account. The Library thanks those gracious donors who gave to the Friends' 2021 Fall Appeal campaign to supplement town funds for new media, downloadable collections, and technology purchases, which provided critical remote access to titles during the entirety of the fiscal year. The Friends are also thanked for three highly creative Book Sales this past year, for funding multiple museum passes, all library programming, the annual Wishlist, and for *all* the ways their support expands and enhances daily Library service.

We thank the Westford Garden Club for underwriting the gift of passes to the Tower Hill Botanic Garden in Boylston and for adorning the Library's Main Street entrance all year round with such phenomenal plantings! The Library and families of Westford thank the KDK Foundation (Kurt Kelly Hockey Memorial Fund) for funding the fun-filled virtual summer Harry Potter Trivia program and December's Mini-Golf Tournament! We also thank Heather Monahan for the nine-month display of more than 3,000 Origami Cranes hung for the 20<sup>th</sup> anniversary of 9/11. Over many months, these paper cranes were shared with the public, as were – later – "U-cranes."

We thank Gail Flannery for the hand-created Victorian Doll House, which has enraptured youngsters and adults alike! Finally, we thank Link to Literacy headed by Elizabeth Elliott, for pivoting to a virtual format as social distancing remained in place. Nancy Boutet and the Youth Services Division won the Coveted Roudenbowl for the "Into the Woods" Apple Blossom parade entry, as well as Second Place in the Festival of Trees for their Captain Underpants Christmas Tree!



### Facility Maintenance

The following library maintenance issues were addressed:

- Two failed heat pumps were replaced – thanks to the support of the Finance Committee
- Roof repairs occurred over the Mary Atwood Hall
- Safety and security procedures and initiatives were introduced per the Town and School Safety Task Force

## J. V. FLETCHER LIBRARY—CONTINUED

We thank here the Facilities, Highway, and Parks and Recreation Departments for their support and assistance throughout the year, especially for help replacing a non-working outdoor pole light on the front sidewalk.

### **Administration, Professional Development, and Town Civic Activity**

Library staff continued to be professionally active, with Director Ellen Rainville serving as Merrimack Valley Library Consortium Treasurer and on the Massachusetts Library Association Executive Board:

- ALA (American Library Association)
- MLA (Massachusetts Library Association)
- MSLA (Massachusetts School Library Association)
- MVLC (Merrimack Valley Library Consortium)
- NELA (New England Library Association)
- TEEN Summit
- PLA (Public Library Association)
- YALSA (Young Adult Library Services Association)
- Virtual School Library Journal Day of Dialog
- Virtual Library Journal Day of Dialog
- Virtual School Library Journal Middle Grade Magic
- Westford Records and Archives Committee

### **Library Staffing**

**Director** – Ellen D. Rainville

**Asst. Director** – Kristina Leedberg

#### **Senior Librarians:**

Head of Youth Services – Nancy Boutet

Systems/Head of Technical Services – Dina Kanabar

Head of Reference & Information Services – Sarah Regan (resigned 6/11/22)

Head of Circulation – Holly Sheridan-Pritchard

*Talk about superior and “over and above” customer/client service?!!! Wonderful, helpful, positive, CONNECTING, interesting and cheerful staffers all. J. V. Fletcher folks make that building the heart of Westford, and its far & wide reach the soul of our town.”*  
Library patron

### **Staff Librarians**

ILL/Serials Librarian – Charles Schweppe

Young Adult Specialist – Jess Dymont

Local History/Genealogist – Virginia Moore

Head Cataloger – Alla Brovina

Substitute – Sandy Kelly



## J. V. FLETCHER LIBRARY—CONTINUED

### Library Associates

Cataloger/Data Entry – Lauren Evans

Fine Arts Librarian/Acquisitions – Carol McCahon

Juvenile Reference/Program Assistants – Ellen Apicco, Jacki Dibble, Jennifer Hamilton (resigned 4/27/22), Jen Petro-Roy

Circulation and Reader's Advisory – Laura Fowler (resigned 6/28/22), Mayleen Kelley, Judy Madsen, Heather Marquez, Jeanne Millet, Heather Nevits, Deborah Santoro (resigned 6/8/22), Christine Steinhauser (resigned 8/12/21), Chantale Shepard

Substitutes – Lawrence Bentley, Quinn Dolan, Lisa Navarro

### Library Technicians

Order and Acquisition Receiving – Susan Blanchette

Inter-Library Loan Support – Sara Morton, Bari Pender

**Maintenance Worker I and II** – Robert Otto, Joseph Burke

**Office Manager** – Amy Spadano

### Library Pages (3)

**Capstone Volunteer:** We had the pleasure of working with Westford Academy senior Emma Glynn over the course of five weeks to complete her Capstone Internship.

### Volunteers (4)

Website: [westfordlibrary.org](http://westfordlibrary.org)

*I love this library! And how you have books for all ages. Me and my brothers come here all the time and they say they love the library.*  
Library tween patron

*Love going to this library – your staff are so helpful and very knowledgeable and kind. Thank you for all you do.*  
Library patron



# TRUSTEES OF THE J. V. FLETCHER LIBRARY

Since 2011, Library staff, the Library Facility Needs Committee, and the Library Trustees Board have worked to poise the Town of Westford for a Massachusetts Board of Library Commissioners (MBLC) Public Library Construction Project Grant. The Grant application was submitted in 2017 and Westford ended FY 2022 waitlisted at number 5, in line for \$7.8 million in grant funding. On May 6 it became apparent that Westford would receive notification of this award one year early, in July 2022. The Board appreciates the participation of the Permanent Town Building Committee and the Clean Energy and Sustainability Committee and is committed to this expansion of our Library, and hopes for the support of the entire Westford community to make this goal a reality. The Board will continue to update Westford on the many stages involved in this process, as it unfolds in the years ahead.

**Marianne Fleckner**  
*Chair*

**Lynn Clermont**  
*Treasurer*

**Buffie Diercks**  
*Secretary*

**Alisha Hillam**  
**Robert Price**  
**Glen Secor**

## Trustee FY 2022 Goals

- A. In keeping with the initiatives of the Town and School Safety Task Force, the Board of Library Trustees will pursue safety, security, and mental health support measures in the areas of:
  1. Policy
  2. Procedure
  3. Emergency Response
  4. Mental Health collections and programs
  5. Vehicular and pedestrian traffic and safety upgrades on Library property, including:
    - a. Driveway, islands, traffic flow, pedestrian right of way, book drop location, lighting, dumpsters, and parking lot utilization of the former secondary septic leaching area
- B. The Board of Library Trustees will collaborate with the Friends of the J. V. Fletcher Library, Inc. in facilitating the launching of the J. V. Fletcher Library Foundation.
- C. The Board of Library Trustees, through the re-convened Facility Needs Committee, will work with the Permanent Town Building Committee to poise the municipality for the advancement and support of the Massachusetts Public Library Construction



*Rear view of future expanded library*



*Library Trustees from left: Marianne Fleckner, Lynn Clermont, Bob Price, Glen Secor, Alisha Hillam, and Buffie Diercks*



## TRUSTEES OF THE J. V. FLETCHER LIBRARY—CONTINUED

Project Grant, currently waitlisted at number 5, and projected for a provisional grant award in the FY 2023-24 timeframe.

- D. In keeping with the initiatives of the town Diversity, Equity and Inclusion Committee, the Board of Library Trustees will promote collection and programming initiatives which reflect the charge of this committee.
- E. In response to the COVID-19 environment and the extraordinary challenges to policy, services, staff, technology, facility and operations, the Board of Library Trustees will pursue measures which protect the Westford public, while promoting the service and outreach programs of the library.

### **Library Policies, Revised or Approved**

- Hotspots Loan Policy (11/1/21)
- Meeting Room Policy (11/1/21)
- Pandemic Policy (12/6/21)
- Museum Pass Policy (12/6/21)
- Policy on Naming and Recognition (2/7/22)
- Collection Development (4/4/22)
- Policy on Study Rooms and Tutorials (4/4/22)
- Code of Conduct (6/6/22)

### **Trustee Collections, Funds, and Board Activities**

The J. V. Fletcher Library Trustees used Trust Funds to pay for various staff memberships and development, the second virtual celebration of staff and volunteers (instead of the annual Recognition Brunch), and materials, programming, and grant support. The Trustees thank all volunteers for their loyalty to the J. V. Fletcher Library as volunteer service hours returned cautiously (masked) over the year beginning with the Friends' sorting and Book Sale volunteers. The Friends thanked a host of volunteers at their November Annual Meeting. As well, the Link to Literacy Initiative for ESL tutors continued off-site and virtually, as meeting rooms and tutorials rooms were converted to staff spaces for social distancing purposes.

### **Recognition**

The Trustees would like to thank the wonderful Library staff for once again enhancing and expanding programs, collections, formats, and services. Staff and volunteers were again honored virtually this year, instead of at the annual Recognition Brunch. The Trustee Board honored Jeanne Millet and Amy Spadano for five years of service and Laura Fowler for 10 years. The Board and staff surprised Library Director Ellen Rainville with a party on June 5, 2022, the 50<sup>th</sup> anniversary of her date of hire. She was lured out of her office with the (manufactured) urgent alert that the front door wouldn't open.

### **Friends of the J. V. Fletcher Library, Inc.**

The Friends of the J.V. Fletcher Library organization is a committed and valuable partner of the Library. Their generosity funds many of the programs that the Library is able to offer. This past year the Friends supported:

- 2021 Fall Appeal Fundraising
- new (and former) museum passes
- summer reading, holiday, and juvenile, teen, and adult programs
- popular bestseller books and new downloadable formats
- equipment and furnishings
- public relations

## TRUSTEES OF THE J. V. FLETCHER LIBRARY—CONTINUED

- creative Book Sales – Outdoor Book Sale, all-levels of the Library Book Sale, and return to the traditional three-day Book Sale!
- Annual Membership Drive and Wishlist
- joint work on the Friends of the Library Foundation

The Library Trustees meet at 7:00 p.m. at the Library on the first Monday of the month. Meetings are open to the public and residents are always welcome. An updated meeting schedule is maintained at the library website: [westfordlibrary.org](http://westfordlibrary.org). The Trustees may be reached through this website and all library policies are available there for public viewing.

J. V. FLETCHER LIBRARY-FY 2022 CIRCULATION  
ACTIVITY STATISTICS

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
Adult Books	7,343	7,173	6,248	5,941	5,522	5,688	6,638	5,634	6,773	5,970	6,128	6,349	75,407
Adult Serials	850	684	434	476	461	518	487	505	489	331	319	263	5,817
Adult CD's	552	792	613	649	621	648	579	554	615	533	648	575	7,365
Adult Videos	2,361	2,405	2,173	2,014	2,040	2,135	2,313	2,189	2,207	2,086	2,244	2,055	26,222
Adult Electronic Format	97	102	113	86	68	86	80	82	89	107	76	69	1,055
Adult Miscellaneous	3	0	12	1	3	2	9	5	1	8	9	17	70
Young Adult Books	4,424	4,009	2,758	2,152	2,110	2,206	2,304	2,100	2,594	2,652	2,442	3,424	33,175
Young Adult Serials	21	14	13	9	0	4	5	8	5	1	7	3	90
Young Adult CD's	17	23	18	13	12	15	13	10	13	11	14	7	166
Young Adult Videos	8	4	15	3	26	7	0	10	4	6	2	2	87
Young Adult Electronic Format	79	49	31	9	32	45	32	17	28	52	29	47	450
Young Adult Miscellaneous	0	0	0	0	0	0	0	0	0	0	0	0	0
Children's Books	21,907	19,702	15,432	14,971	13,956	13,275	13,498	14,109	16,913	15,322	13,280	15,038	187,403
Children's Serials	39	23	73	50	69	97	47	30	65	36	19	19	517
Children's CD's	175	172	124	109	86	94	79	95	128	87	79	88	1,316
Children's Videos	1,436	943	670	728	600	777	713	664	580	826	519	624	9,080
Children's Electronic Format	355	282	174	139	216	240	173	145	169	194	163	205	2,455
Children's Miscellaneous	20	21	9	10	16	7	8	5	10	4	5	11	126
Commonwealth Catalog Lending	27	27	65	51	54	43	69	55	53	53	46	51	594
Museum Passes	273	251	77	46	52	123	68	130	174	217	180	195	1,786
Overdrive Audio	1,371	1,300	1,282	1,368	1,271	1,396	1,403	1,308	1,429	1,365	1,471	1,564	16,528
Overdrive eBook (ebook and Kindle)	2,042	2,204	1,794	991	1,921	1,871	2,125	2,007	1,905	2,147	1,945	1,622	22,574
Overdrive Video	3	2	2	2	4	0	1	1	1	9	7	0	31
Overdrive Magazine	177	113	194	246	208	257	282	239	195	261	203	199	2,574
Overdrive RLA	859	842	712	670	623	645	764	698	736	732	721	777	8,779
Kanopy	493	457	361	337	314	451	460	511	568	381	264	441	5,038
hoopla Audiobooks	307	292	273	249	300	287	301	324	290	312	375	346	3,656
hoopla Comics	31	45	45	29	40	40	37	38	43	43	51	41	483
hoopla eBooks	142	170	169	129	120	114	169	138	109	126	118	147	1,651
hoopla Music	22	62	41	42	46	31	45	44	47	28	46	47	501
hoopla Movies	17	18	10	30	7	14	17	19	18	12	19	5	186
hoopla Television	47	63	53	58	61	56	41	38	48	58	77	48	648
Freemag Music	312	318	326	281	281	290	333	242	251	263	300	263	3,440
Tumblebooks	72	26	151	344	176	254	133	115	96	77	231	22	1,697
Homebound	43	52	45	59	61	64	60	62	85	45	93	68	737
Foreign Language Deposit	0	1	0	0	0	0	0	1	1	0	2	2	7
TOTAL :	46,007	42,401	34,689	32,236	31,405	31,703	33,286	32,132	36,740	34,353	32,125	34,634	421,711
Previous Year FY21:	15,170	18,739	28,225	27,663	24,902	27,833	27,703	25,688	30,098	26,937	24,918	39,229	317,105
Percent Change:	203.28%	126.27%	22.90%	16.53%	26.11%	13.90%	20.15%	25.09%	22.07%	27.53%	28.92%	-11.71%	32.99%

J. V. FLETCHER LIBRARY-FY 2022 CIRCULATION  
ACTIVITY STATISTICS – CONTINUED

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Yr. To Date Total
OPAC Renewals	42	197	41	46	21	66	53	16	6	25	27	10	550
Renewals	18,139	18,855	13,587	13,172	11,806	12,450	12,047	11,696	14,254	13,366	13,314	10,284	160,990
Network transfers IN	5,229	5,016	4,918	4,551	4,092	3,924	4,634	4,052	5,251	4,265	4,123	4,037	54,092
Network transfers OUT	3,100	3,038	2,581	2,416	2,369	2,367	2,518	2,204	2,543	2,514	1,605	2,466	29,721
Inter-Library Loans IN	72	44	62	54	55	44	71	52	56	51	45	47	653
Inter-Library Loans OUT	27	27	32	29	23	28	28	26	23	33	26	28	330
Database Sessions, Fletcher													
Database Sessions, MVLC/MLS													11,264
Reciprocal (LOANED)	1,492	1,381	1,803	1,533	1,633	1,235	1,450	1,229	1,460	1,307	1,382	1,535	17,440
Reciprocal (BORROWED)	1,999	1,937	1,531	1,327	1,651	1,686	2,105	2,001	2,478	2,163	2,152	2,260	23,290
Hold Requests	5,662	5,233	4,758	4,037	4,029	3,753	5,292	4,286	4,629	4,156	3,992	4,901	54,728
New Registrations	89	81	55	169	77	69	53	55	39	59	36	100	882
Total Reciprocal	3,491	3,318	3,334	2,860	3,284	2,921	3,555	3,230	3,938	3,470	3,534	3,795	37,239
% of Circ to Reciprocal	7.59%	7.83%	9.61%	8.87%	10.46%	9.21%	10.68%	10.05%	10.72%	10.10%	11.00%	10.96%	9.76%
Meeting Room Reservations	33	28	27	23	28	25	0	1	0	0	0	0	165
Days Open [COMMENT=Days of CurbSide]	26	26	23	25	23	24	23	21	27	26	24	25	293
CurbSide Pick-Ups	13	54	22	16	15	28	56	25	11	6	15	22	283
Hours Open	224	242	224	220	216	209	209	194	253	231	224	231	2,677
Browsing Tent Appointments	0	0	0	0	0	0	0	0	0	0	0	0	0
In-House Browsing Appointments	0	0	0	0	0	0	0	0	0	0	0	0	0
Library Website Sessions	19,688	14,217	11,586	7,640	9,645	10,148	12,387	11,204	12,320	11,702	12,129	19,366	152,032
Library Wireless Sessions	956	1,004	1,006	973	1,047	1,065	918	860	825	1,074	1,168	1,170	12,066
MVLC APP Hits	953	851	684	999	898	991	1,329	1,260	1,181	1,087	1,137	1,234	12,604
Internet Users	60	58	72	83	87	89	80	74	84	92	72	56	907
Adult Program Attendees	41	49	91	104	83	65	120	92	114	162	68	70	1,059
Adult Programs Offered	8	5	7	10	8	8	7	7	11	10	5	5	91
YA Program Attendees	30	56	38	108	100	31	58	67	63	63	26	53	693
YA Programs Offered	3	4	2	5	5	3	4	4	4	4	3	5	46
Children's 6-11 Attendees	0	0	9	87	71	81	0	150	111	161	404	743	1,817
Children's 6-11 Programs Offered	0	0	1	9	9	9	0	8	8	4	19	18	85
Children's Birth - 5 Program Attendees	423	0	339	505	458	108	29	215	25	279	20	0	2,401
Children's Birth - 5 Programs Offered	6	0	10	23	26	9	2	13	215	11	2	0	317
General/All Ages Attendees	701	756	0	105	0	2	0	80	0	1	8	4	1,657
General/All Ages Programs Offered	8	9	0	1	0	122	0	2	0	300	1	392	835
Average Circ Per Day	1,770	1,631	1,508	1,289	1,365	1,321	1,447	1,530	1,361	1,321	1,339	1,385	1,439
Previous Year:	15,170	18,739	28,225	27,663	24,902	27,833	27,703	25,688	30,098	26,937	24,918	39,229	
Sum of previous year FY21:	15,170	18,739	28,225	27,663	24,902	27,833	27,703	25,688	30,098	26,937	24,918	39,229	

J. V. FLETCHER LIBRARY – FY 2022 TRUST FUND ACCOUNTS

ACCT. NAME & NO.	DEP./EXP. CODE	7/1/21		ANNUAL DEPOSITS	ANNUAL NET EARNINGS	ANNUAL EXPENSES	6/30/22 BALANCE EXPENDABLE	END YEAR TOTAL CASH ASSETS	ANNUAL UNREAL. GAINLOSS	END YEAR MARKET VALUE
		7/1/21 NON- EXPENDABLE FUNDS	7/1/21 EXPENDABLE FUNDS							
81610860 Library Book Fund #674	860	598100	\$450.02	\$0.00	\$211.36	-\$400.00	\$261.38	\$13,261.38	\$443.33	\$13,443.33
81610861 Library Lecture Fund #675	861		\$4,144.78	\$0.00	\$539.85	\$0.00	\$4,884.63	\$34,684.63	\$5,160.51	\$35,160.51
81610862 Library All Purp. Fund #673	862		\$675.62	\$0.00	\$284.96	-\$130.00	\$830.58	\$18,178.16	\$1,079.99	\$18,427.57
81610863 Library Trustee Fund #672	863		\$4,701.34	\$0.00	1,038.61	-\$420.00	\$5,319.95	\$66,457.45	\$6,231.76	\$67,369.26
82610864 J.V.Fletcher Lib. Trust #676	864		\$24,450.27	\$0.00	\$386.55	\$0.00	\$24,836.82	\$24,836.82	\$25,177.59	\$25,177.59
81610865 E. D. R. Cont. Educ. #677	865		\$6,243.15	\$0.00	\$1,427.63	-\$744.00	\$6,926.78	\$91,281.78	\$8,179.18	\$92,534.18
81610866 BENEFACTORS' FUND #678	866		\$83,931.03	\$0.00	\$1,411.73	\$0.00	\$85,342.76	\$90,706.76	\$86,587.27	\$91,951.27
TRUST FUND TOTALS:		\$211,204.08	\$124,596.21	\$0.00	\$5,300.69	-\$1,694.00	\$128,202.90	\$339,406.98	\$132,859.63	\$344,063.71
(Bartholomew & Co. Management)										

\$339,406.98

\$335,800.29

# MONUMENTS AND MEMORIALS COMMITTEE

The Westford Monuments and Memorials Committee was established by the Select Board on March 8, 2022. The makeup of membership is one member from the Historical Commission and six residents-at-large. The Select Board appoints the members of this Committee. The first meeting was held on April 27, 2022, to elect officers and set the initial terms of office for its members: three years, Terry Stader, Linda Greene (representing the Historical Commission) and Steven “Beaver” Rogers; two years, Paul Murray and Marilyn Day; one year, Nancy Cook and David Christiana.

The Committee’s charge: The Monuments and Memorials Committee will develop policies and procedures to be used to evaluate requests for the construction or erection of public monuments or memorials on town-owned property. Such policies and procedures will be presented to the Select Board for its approval.

The Committee will be responsible for reviewing any requests for the construction or erection of new public monuments or memorials on town-owned property for persons or events and recommend possible designs and locations for such monuments or memorials. The Committee shall report its recommendations to the Select Board and final approval of all monuments and memorials rests with the Select Board.

The Committee presented policy and applications documents to the Select Board, which were approved on August 23, 2022. The “Town of Westford Monuments and Memorials On Town Property Policy” and online application can be found on the Committee’s webpage: [westfordma.gov/1463](http://westfordma.gov/1463).

The Committee will meet as necessary to address issues and applications as warranted.

- Terry M. Stader**  
*Chair*
- Paul F. Murray Sr.**  
*Vice-Chair*
- Nancy Cook**  
*Secretary*
- David Christiana**  
**Marilyn Day**  
**Linda Greene**  
**Steven Rogers**

# NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

The Northern Middlesex Council of Governments (NMCOG) was established in 1963 under Chapter 40B of the Massachusetts General Laws and is one of 13 regional planning agencies in the Commonwealth. NMCOG serves nine communities in the Greater Lowell area, including Westford. It provides professional technical assistance in the areas of transportation, economic development, emergency management, land use, community development, permitting, smart growth, housing, historic preservation, open space and conservation, geographic information systems (GIS), pre-disaster mitigation and emergency response, and environmental protection. The Council's governing body is comprised of a chief elected official, Planning Board member, and alternate from each member community.

**Anita Tonakarn-Nguyen**  
*Councilor  
Select Board*

**Darrin Wizst**  
*Councilor  
Planning Board*

**James Silva**  
*Alternate*

The agency strives to bring a regional and interregional perspective to all areas of planning and resource management by fostering cooperative efforts between municipalities and encouraging collaboration between the public and private sectors. NMCOG promotes the interests of the local communities at the state and federal levels, and it often acts as a liaison between the municipalities and other levels of government.

The Council maintains a staff of professional planners and technicians to assist in developing and implementing its policies. The Council meets monthly (usually the third Wednesday of each month) at 40 Church Street, Lowell, and all meetings have a remote option and are open to the public. Each NMCOG member community pays an equal per capita assessment, which is used to provide the local match for various state and federal grant programs. The Council's annual budget includes \$95,061 in local assessments, of which \$7,293 represents Westford's share.

NMCOG devotes a large share of its resources to transportation issues. The Council continues to assist the town in acquiring funding and advancing the design of the Boston Road rehabilitation project, the Beaver Brook Bridge project, and the Stony Brook Bridge project. NMCOG conducts an annual traffic-counting program, collecting over 100 counts at various locations throughout the region. Many of these counts are conducted within Westford. The traffic count data is incorporated into a regional traffic count report made available on NMCOG's website at [nmcog.org](http://nmcog.org). In an effort to address changes in travel due to the COVID-19 pandemic, NMCOG continues to coordinate with MassDOT and Westford to monitor travel throughout the town and region.

NMCOG continues to assist the Lowell Regional Transit Authority (LRTA) in obtaining federal capital and operating assistance, marketing programs to improve ridership and revenue, statistical monitoring and analyses, and planning evaluation of the LRTA's route structure and scheduling. Transportation services are available to Westford seniors through the RoadRunner program. The LRTA provides fixed-route bus service Monday-Saturday along Route 110 in Westford.

NMCOG also provides direct housing and economic development assistance through the District Local Technical Assistance (DLTA) Program funded by the Massachusetts Department of Housing and Community Development (DHCD). Under this program, in spring 2022 NMCOG staff worked closely with Westford's Department of Land Use Management and Affordable Housing Committee to complete the Town of Westford Housing Production Plan for 2022-2026. In another DLTA project, NMCOG staff are

# NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

—CONTINUED

working with the town to develop an inventory of brownfields and potentially contaminated sites in the Graniteville neighborhood, to provide guidance on future interventions required for cleanup and redevelopment, and to identify potential funding sources available to cover cleanup costs. NMCOG also assisted the town with a number of grant applications.

NMCOG is working with Westford and 11 other communities in addressing the U.S. Environmental Protection Agency's Small Municipal Separate Storm Sewer System (MS4) permit requirements through the Northern Middlesex Stormwater Collaborative (NMSC). The Collaborative focuses on permit compliance by undertaking a common public education and outreach program that is customized by each participating community; providing training for municipal staff and boards; developing and utilizing a regional GIS system for mapping stormwater infrastructure across municipal boundaries; and assisting with the procurement of stormwater-related goods and services.

Starting in 2023, NMCOG staff will serve as the town's Sealer of Weights and Measures. The Sealer of Weights and Measures is charged with enforcing the laws, rules, and regulations relating to the use of weighing and measuring devices in commercial transactions. The types of devices tested include scales, weights, fuel dispensers, vehicle tank meters used in the sale of liquid fuel, and supermarket scanners.

NMCOG staff assisted the town with planning for net-zero operations as part of NMCOG's Massachusetts Department of Energy Resources (DOER) funded Regional Energy Planning Assistance program aimed at helping Green Communities advance energy efficiency initiatives. NMCOG also receives Affordable Access Regional Coordination (AARC) grant funding from the DOER to increase access to clean energy and energy efficiency technologies for low-income residents and for low-income affordable housing owners and developers.

NMCOG has completed an update of the Greater Lowell Comprehensive Economic Development Strategy (CEDS), which is funded by the U.S. Economic Development Administration (EDA). The CEDS summarizes the economic resources of the region, establishes an economic development vision for Greater Lowell, identifies goals, and establishes a regional Five-Year Action Plan with priority projects to foster continued economic growth and vitality. The CEDS also incorporates the concept of economic resilience, for example, the ability to withstand and recover from economic shifts, natural disasters, pandemics, and the impacts of climate change. Regions must update their CEDS every five years in order for local communities to qualify for EDA assistance under the Public Works and Economic Adjustment Assistance programs. A representative from the Westford Economic Development Committee participates in the Greater Lowell CEDS Committee, and NMCOG appreciates their assistance in guiding this important document and its Annual Reports. CEDS Annual Reports not only report the region's progress to the EDA, but also coordinate municipal, regional, and state agency economic development activities.

In response to the COVID-19 pandemic, NMCOG began work with the town, along with other communities in the region and the CEDS Committee, to develop and implement the Greater Lowell Economic Recovery and Resiliency Plan (ERRP). Phase I of the ERRP identifies impacts of the COVID-19 pandemic on the region's healthcare system, food security, housing, employment, and business operations. The ERRP also identifies federal and state resources utilized for pandemic relief in the region, and develops strategies and



# NORTHERN MIDDLESEX COUNCIL OF GOVERNMENTS

—CONTINUED

recommendations to address COVID-19 going forward. Phase II of the ERRP, to be completed in October 2022, focuses on strategies to ensure that Greater Lowell communities are prepared for future disasters. Work on the ERRP is primarily funded by a grant from the EDA.

In 2021, NMCOG staff worked with Westford, other regional communities, and the CEDS Committee to prepare and submit an application to the EDA for regional designation as an Economic Development District (EDD). Designation as an EDD would provide increased access to EDA's public works assistance grants for individual municipalities including Westford.

# PARKERVILLE SCHOOLHOUSE COMMITTEE

The Parkerville Schoolhouse Committee oversees the care and maintenance of the historic District 5 one-room Parkerville Schoolhouse built in 1880, and coordinates with the town’s third grades for the popular Living History Program. The Committee meets on the third Wednesday evening of most months at the Schoolhouse or at the Kennedy home. Since the pandemic began, our meetings have been held remotely. Typically the Committee does not meet in July, August, and December.

## Living History Program

In April-June of 2022, the ever-popular Living History Program resumed after a two-year hiatus due to the pandemic. Students from 17 Westford third grades experienced the Old School Days curriculum of ‘rithmetic on slates, dip-pen writing, marching to a Souza march on the wind-up Victrola, old-fashioned games, and vibrant local history. The young scholars were encouraged to wear period clothing of the early 20<sup>th</sup> century and bring a lunch of the same era. They were excited to take on the names of former students such as Elizabeth and Ruth Nesmith, Frank Jarvis, Bernard Wilder, Fred Griffin, Harold Vose, Selma Williamson, and Connie Succo, many of whose names continue to be heard in street and road names in Parker Village. Spending a day at the schoolhouse is a highlight of many students’ elementary school memories.

A wonderful addition to many of the students’ experiences comes from our volunteer “schoolmarms,” many of whom are retired teachers: Ellen Harde, Heidi and Anna Hatke, JoAnne Lund, Ruth Margetts, Claire Owen, Jorun Jones and Mollie Winder. (June Kennedy has retired from being a “schoolmarm” and Dolly Michaelides did not teach due to knee surgery).

Additionally, Ruth and Claire organized and led several weekend experiences in the fall of 2021 for children who had missed the Living History Program due to the pandemic. Bonnie Oliphant, a long-time Board member and the valued Living History Coordinator, resigned in the fall of 2021. Bob Oliphant also retired after having volunteered for many years with publicity, historical documentation, grant writing, and building maintenance, and as secretary.

## Building Usage

Beyond the annual Living History Program, the schoolhouse is used by local groups. Over the past year the schoolhouse has been used free of charge for Girl Scout meetings and any youth-oriented groups or clubs such as 4-H and Cub Scouts. The schoolhouse is frequently rented for a nominal rental fee for bridal showers and small birthday parties, taking into consideration that the 20+ school desks need to remain in the space but can be pushed to the side. The schoolhouse may also be used for meetings of the Parkerville Schoolhouse Committee and the Friends of Parkerville Schoolhouse. Anyone interested in renting or

**Heidi Hatke**  
*President  
and Building Usage Coordinator*

**Joe Morano**  
*Vice-President  
Publicity/Website Coordinator*

**John Wilder**  
*Treasurer  
and Building Maintenance*

**June Kennedy**  
*Archivist  
and Corresponding Secretary*

**Ruth Margetts**  
*Recording Secretary*

*Members at Large*  
**Dolly Michaelides**  
**Jo-Anne Lund**  
*Living History Liaison*

*Volunteers*  
**Tom Unterberg**  
**Newell Tillman**  
**Mitch Butler**  
*Building and Ground  
Maintenance*

## **PARKERVILLE SCHOOLHOUSE COMMITTEE – CONTINUED**

using the schoolhouse for a meeting, activity, or party should contact Heidi Hatke at 978-392-6827 or at [h.hatke@verizon.net](mailto:h.hatke@verizon.net). The rental agreement and rules can be found on our website [westford.org/parkerville](http://westford.org/parkerville). And now, thanks to Joe Morano, the public can choose to donate online through our website or donate via our customary annual gold-colored town-wide mailing in October. June Kennedy will continue to send out postcards to those who donate and provide the historical facts posted on the website.

### **Building Maintenance**

Parkerville Schoolhouse was built in 1880 and served as the District No. 5 Schoolhouse until 1929. While still owned by the town, its routine maintenance and care has been borne by the town's residents in one form or another since 1929. Since 1989 the Parkerville Schoolhouse Committee has worked closely with the non-profit Friends of Parkerville Schoolhouse who raise funds, primarily through an annual town-wide mailing, to fund the needed routine maintenance.

Since the last Annual Report many items have been checked off our To-Do List thanks to the combined efforts of John Wilder, Tom Unterberg, Newell Tillman, and Mitch Butler. Outside last fall, a substantial temporary snowplow barrier was erected and portions of the lawn were reclaimed and maintained. In August 2021 Bill Peters Tree Service took down trees and limbs hanging over the back of the schoolhouse. It was at this time that it was recommended that the 30+-year-old roof be replaced. The town voted that Community Preservation funds be used to cover this cost with the work to be done later in 2022. Inside maintenance included having the old wall clock repaired so that the third-graders could hear the pendulum tick tock, interior doors were planed, locks fixed, and benches and desks repaired.

Due to low water pressure and iron staining, a new water tank with filters was installed by Skillings on October 6, 2021 to replace the one installed almost 30 years ago, thus rectifying the problems.

### **Annual Parkerville Schoolhouse Open House**

The annual Parkerville Schoolhouse Open House, always held the first Sunday of November, was well-attended on November 7, 2021. Some children brought their parents to show them where they had "attended third grade." Others stopped in who drive by every day and wondered what it looked like inside. Guests had the opportunity to buy sweatshirts, T-shirts, greeting cards, and other Parkerville Schoolhouse memorabilia from the Friends of Parkerville Schoolhouse and to chat with members of the Parkerville Schoolhouse Committee and Friends of Parkerville Schoolhouse.

# PEDESTRIAN SAFETY COMMITTEE

The Pedestrian Safety Committee is charged with identifying and evaluating options for improving pedestrian and bicycle safety in Westford. Such options might include, but are not limited to, sidewalks, paths, crosswalks, speed bumps, speed and other warning devices, bicycle lanes, and pedestrian and driver education. The evaluation process considers the effectiveness and cost of each pedestrian and bicycle safety option as well as possible funding sources. The Committee presents recommendations to the Select Board.

**Chris Barrett**  
*Chair*

**Don Galya**  
**Scott Hazelton**  
**Thomas Hinkle**  
**Kate Hollister**  
**Karen Hudson**  
**Mingquan Zheng**

Much of the Committee’s time during FY 2022 was devoted to researching and deliberating [Massachusetts General Law Chapter 90 section 17c](#), which allows municipalities to establish a statutory speed limit of 25 miles per hour in thickly settled or business districts. At Annual Town Meeting in June 2022, voters endorsed the adoption of 17c for five road segments in Westford.

On the infrastructure side, FY 2022 was one of the most prolific years in the committee’s history. Several pedestrian safety-related projects were advanced for funding at Annual Town Meeting and all passed.

During FY 2022 work continued on the Moore, Oak Hill, and Plain Road project with a new sidewalk built along Oak Hill Road. On Plain Road design work for advancing the sidewalk from Nutting Road to the Grassy Pond Conservation Area was completed. At Annual Town Meeting construction funding was awarded for this project as well as funding for design work to continue the sidewalk from Grassy Pond to the Stony Brook Conservation Area.

Comments and suggestions for pedestrian and bicycle safety improvements are welcome and should be sent to Chris Barrett ([cbarrett@westfordma.gov](mailto:cbarrett@westfordma.gov)).

# PERMANENT TOWN BUILDING COMMITTEE

Work of the Permanent Town Building Committee (PTBC) increased significantly since the COVID-19 pandemic had temporarily paused progress on the planning and design of the New Center Building to be located at the site of the former Center Fire Station at 51 Main Street. We continued to remain involved in planning of the rehabilitation and expansion of the J.V. Fletcher Library. This project received notification from the Massachusetts Board of Library Commissioners that they would be receiving a provisional construction grant for the project after being on the wait-list for several years. The PTBC also assisted the Facilities Department with the planning and design of HVAC upgrades at the Senior Center.

<b>Thomas Mahanna</b> <i>Chair</i>
<b>Scott Hazelton</b> <i>Vice-Chair</i>
<b>Jeanne Roberts</b> <i>Treasurer</i>
<b>Chris Karpinsky</b> <i>Secretary</i>
<b>Nancy Cook</b> <b>Jim Zegowitz</b>

## In Memoriam

The PTBC and the entire Westford community mourned the loss of Roberta McGuire. Roberta had only been a member of the PTBC for just one year when she passed away on November 1, 2021 after a brief illness. Roberta brought the same passion and energy to the PTBC that she had brought for many years with her community involvement including being an advocate for affordable housing and serving on the Westford Council of Aging, Historical Commission, and the 35 Town Farm Road Task Force. Roberta will be deeply missed by all.

## New Center Building at 51 Main Street

The PTBC has been working since 2017 with Context Architecture on the planning and design of a New Center Building that will be located at 51 Main Street at the site of the former Center Fire Station. The Fire Station has been abandoned since the Fire Department moved to its new headquarters on Boston Road in November 2018. The initial feasibility study for this project was presented to the Board of Selectmen in January 2018. The Board approved a plan that included a two-story building without a basement that had an approximate floor area of 9,000 square feet. Preliminary cost opinions for the project at that time ranged from \$6.9 million to \$7.8 million.

Annual Town Meeting in March 2018 approved an appropriation of \$320,000 to complete the initial design of the project. Context has since been working with the PTBC and representatives from the Clean Energy and Sustainability Committee (CEASC), Town Manager’s office, Technology Department, and the Veterans Agent to finalize the design. The PTBC had planned to seek the full construction funding at the 2020 Annual Town Meeting. However, in March 2020 the COVID-19 pandemic caused the project to be suspended and the construction funding article was removed from the Annual Town Meeting warrant.

In September 2021, the Select Board voted to restart the project and proceed with the original design concepts. This included a 100-person multi-functional meeting/training room on the first floor along with office space for the Veterans Services Department. The second floor will provide office space for the Technology Department, Facilities Department, and the recently created positions of Wellness Coordinator and Sustainability Coordinator. The PTBC planned to request the construction funding at the 2022 Annual Town Meeting. The updated project budget at that time was \$9.2 million.

## PERMANENT TOWN BUILDING COMMITTEE—CONTINUED

Through collaboration with the Clean Energy and Sustainability Committee, the PTBC and their consultants evaluated alternatives that would increase the energy efficiency and sustainability initiatives for the project. In April 2022, the Select Board voted to spend \$92,000 of available American Rescue Plan Act (ARPA) funds to complete this evaluation. Context and their consultants completed the study and provided initial recommendations that included the project goal of aligning with both CEASC's and the town's commitment to net zero emissions and sustainability.



*Architectural rendering of new Center Building*

The recommendations also included providing a high-efficiency electric heating and cooling system through the use of air source heat pumps. The building's thermal envelope will have insulation values that exceed the minimum energy code requirements.

Lastly, the building will also be designed to incorporate a solar photovoltaic system that could be added in the future. The additional time that was needed to complete this study prevented the project from being ready for the 2022 Annual Town Meeting. The PTBC was now prepared to seek the construction funding at the 2022 Fall Special Town Meeting. With the changes to the building design, including the modifications to the heating and cooling systems, the estimated project budget was \$12 million.

### **J.V. Fletcher Library Renovation and Expansion**

In May 2022, the Town of Westford received pre-notification that it would be receiving a Massachusetts Board of Library Commissioners provisional construction grant of \$7,851,994 in July 2022 for the J.V. Fletcher Library Construction Project. The grant is part of the state-funded Massachusetts Public Library Construction Program (MPLCP) for which Westford had submitted a grant application in early 2014, followed by wait-listing in 2017. This notification was not anticipated for another year.

During late spring 2022, in preparation for the July notification, the Joint Committee of the J.V. Fletcher Library Board of Trustees and the Library Building Committee, which included two members from the Permanent Town Building Committee, met on a regular basis to discuss the immediate repercussions, timeline, new sustainability goals, approvals needed, and additional cost estimating required. Funding of \$10,000 for the provision of the additional Owner's Project Manager (OPM) cost estimating services was obtained at Annual Town Meeting in June 2022.

### **Cameron Senior Center HVAC Upgrades**

The PTBC assisted the Facilities Department with the planning and design to replace the failing HVAC system in the Senior Center. The equipment, based on early heat pump technology and primarily providing cooling, was installed during the Senior Center addition and renovation project that was completed in 2010. This equipment has been failing over the last several years and is now no longer supported by the manufacturer. Much discomfort in summers is experienced by both seniors and staff in the building. The Senior Center is designated as an emergency shelter and cannot adequately meet the need of providing shelter from sweltering heatwaves.

## PERMANENT TOWN BUILDING COMMITTEE—CONTINUED

Planning work began in late 2021 to identify an HVAC engineer to design a replacement system with the contract being awarded to Consulting Engineering Services (CES). Through early 2022 the engineer identified multiple design options, and the PTBC with help from the CEASC helped the town down-select to a set of three options for equipment replacement. It was found that none of the existing heat pump equipment introduced during the renovation could be salvaged, and both the removal and replacement would necessitate significant impact to the building and its operations. This large impact is due to the need to replace the entire heat pump system from exterior units, to interior refrigerant lines, and to the terminal units mounted in the ceiling. The existing gas boiler heating system is operating appropriately and does not need to be replaced.

The final design chosen leverages current heat pump technology to achieve electrification of both heating and cooling, and thus the town can decide to either use electricity or continue to use natural gas to heat the building. Importantly, however, the final design uses a hydronic distribution system, conveying hot or cold water throughout the building and to traditional hydronic terminal units. The heat pump equipment is constrained to the equipment room and refrigeration lines are no longer used for distribution within the building. Technology upgrades of these heat pumps can be easily accommodated in the future with 20-year upgrade cycles, while the hydronic distribution system throughout the building should remain untouched for 30 to 40 years or more. The cost of the chosen design alternative was estimated by three sources to be on the order of \$1.6 million. Construction funds were appropriated during the 2022 Annual Town Meeting for this project.

The town decided it would like to pursue an Energy Services Contract for such types of projects and used this Senior Center HVAC upgrade project as a trial run. The town contracted with Ameresco to take this project through its process for cost estimating and construction. The cost estimate prepared by Ameresco was substantially higher than the original estimate and the amount appropriated at Town Meeting. The Select Board decided to terminate Ameresco's involvement on this project. The project will now be prepared for a traditional public bid process. Additional funding is expected to be requested at the 2023 Annual Town Meeting.

### **Meetings**

The Permanent Town Building Committee meetings are generally held on a monthly basis on Monday evenings, beginning at 6:30 p.m. The meetings are currently being held virtually.

# PERSONNEL ADVISORY COMMITTEE

The Personnel Advisory Committee met four times during FY 2022.

On January 28, 2022, the Committee reviewed the job description for the newly formed position of Community Wellness Coordinator. Following discussion, a Band 3 was assigned to the position.

On March 7, 2022, the Personnel Advisory Committee along with Steve Cronin, Director of Public Works, reviewed changes/justification for job title, job description, and pay band changes for Highway Superintendent, Highway Supervisor, and Operations Supervisor-Parks. The following recommendations were made:

- change the Highway Superintendent position to Assistant Director of Public Works and remain in Band 6
- change the Highway Supervisor position to Operations Manager-Highway and remain in Band 5
- change the Operations Supervisor-Parks to Operations Manager-Parks, Grounds & Cemeteries to Band 5.

On March 18, 2022, Steve Cronin reviewed job descriptions and title changes and provided justification for the changes for the Director of Recreation and Assistant Town Engineer, and a new position of Staff Engineer.

- Director of Recreation changed from Band 7 to Band 6.
- Assistant Town Engineer changed from Band 5.

Town Manager Jodi Ross reviewed the job description for a new position of Sustainability Coordinator (Regional) Carlisle and Westford. The Committee evaluated each position against the classification factors for professional positions (non-union) in order to establish the appropriate pay band. The committee assigned a Band 4 to the position.

On April 18, 2022, the Committee met with Rae Dick, Director of the Health Department. After discussion, the recommendation was made to change the Environmental Services Director/Band 6 to Assistant Health Director position/Band 5.

**Joan Bennett**  
*Chair*

**Pam Hicks**  
*Director of Human Resources*

**Judy Ramirez**  
**Denise Vuilleumier**



# PLANNING BOARD

The Board made the following appointments and elections for FY 2022:

- elected Dylan O'Connor as chair
- elected Michael Bonenfant as vice-chair
- re-appointed Katherine Hollister to the Pedestrian Safety Committee
- Darrin Wizst continued in his role as the representative to the Northern Middlesex Council of Governments (NMCOG)
- Dylan O'Connor continued in his role as the representative to the Community Preservation Committee (CPC)
- elected Michael Bonenfant to be the representative to the Stormwater Panel for FY 2023

**Dylan O'Connor**  
*Chair*

**Michael Bonenfant**  
*Vice-Chair*

**Katherine Hollister**  
**Robert Shaffer**  
**Darrin Wizst**

## Staff

Jeffrey Morrisette – Director of Land Use Management  
Joseph Giniewicz – Town Planner (Beginning in September 2021)  
Sierra Pelletier – Assistant Planner  
Erin Toothaker – Permitting Program Assistant  
Webpage: [westfordma.gov/294](https://westfordma.gov/294)

The Planning Board typically met at 7:30 p.m. on the first and third Monday of each month in Meeting Room 201 at Town Hall, but on November 15, 2021, the Board began to start their meetings at 7:00 p.m. to be consistent with other boards and committees of the town. During July, August, and September, the Board typically meets only once a month. The months of January and February 2022 also had only one meeting each. Meetings are open to the public and are televised on Westford Community Access Television. WestfordCAT broadcasts are available for viewing online and on YouTube. Recordings of the meetings are generally made available on WCAT within a few days of the meeting date.

Throughout FY 2022, the Planning Board held 17 meetings. The Board began the fiscal year holding their meetings remotely via webinar due to the ongoing COVID-19 pandemic but transitioned to in-person meetings starting August 2021. The Board held one other meeting remotely in February 2022 due to an uptick in COVID-19 case numbers.

## Planning and Regulatory Activities

At the end of 2021, Westford received correspondence from the state's Department of Housing and Community Development (DHCD) that Westford is designated as a MBTA Community under MGL Chapter 40A Section 3A. Requirements include adopting a zoning district of reasonable size that allows multi-family residential development as-of-right, with a deadline of December 31, 2024. Guidance from DHCD was provided at that time as to how Westford and other MBTA Communities could comply with these new regulations. In an effort to bring Westford into compliance, planning staff applied for grant funding through the Community One Stop program in order to secure the services of a consultant to assist with proposing modifications to the town's zoning bylaw.

The Board appointed a working group to update its Subdivision Rules and Regulations. The group met three times during FY 2022 and plans to resume meetings in FY 2023.

The Board appointed a working group to investigate the needs and feasibility to provide electric vehicle (EV) parking spaces and infrastructure in town, develop an action plan that may include amendments to the zoning bylaw, and provide a "best practices" resource for

PLANNING BOARD—CONTINUED

funding and other information. This group met 11 times during FY 2022 and will continue to meet during FY 2023.

Additionally, staff has worked with the Board to consider a few zoning amendments, including modifications to the Accessory Dwelling Units (ADU) Bylaw, additional opportunities for Commercial Recreation, and improvements to the Site Plan Review regulations.

Permitting Activities

- The Board approved Site Plan Review applications for 14 projects, five of which were approved administratively and one of which was a Limited Site Plan Review.
- The Board granted Stormwater Management Permits for nine projects.
- The Board granted one Scenic Road Permit for a property located on Hildreth Street.
- The Board approved applications for three definitive subdivisions:
  - Cloverleaf Fields – a new six-lot conventional subdivision, located at 22 Griffin Road.
  - Diane Lane – a new eight-lot Open Space Residential Development at 0 and 37 Carlisle Road.
  - Parker Landing – a modification to a prior three-lot Flexible Development subdivision at 85 Carlisle Road.
- The Board took the following actions on subdivisions:
  - Endorsed the plans to the following previously approved subdivision projects:
    - Spalding Hill Estates
    - Wendell Place
    - Cloverleaf Lane
    - Colonel Rolls Drive
    - Diane Lane
  - Released Cricket Lane from outstanding securities (bonds, tri-party agreements, etc.)
- The Board established three covenants (Wendell Place, Cloverleaf Lane, and Diane Lane) and released one covenant (Southwick Circle).

Applications

The following table summarizes the applications acted on by the Board in FY 2022.

Planning Board Application Summary			
Application Type	Status		
	Approved	Denied	Withdrawn
Site Plan Reviews	8	0	0
Limited Site Plan Reviews	1	0	0
Storm Water Management Permits	9	0	0
Special Permits			
Flood Plain	2	0	0
Open Space Residential Development (OSRD)	1	0	0
Flexible Development	1	0	0
Water Resource Protection Overlay District	0	0	0
Parking Reduction	0	0	0
Major Commercial Project	0	0	0
Common Driveway	2	0	0
Signage	0	0	0

## PLANNING BOARD—CONTINUED

<b>Planning Board Application Summary (cont.)</b>			
<b>Application Type</b>	<b>Status</b>		
	<b>Approved</b>	<b>Denied</b>	<b>Withdrawn</b>
<b>Subdivision</b>			
Approval Not Required (ANR)	1	0	0
Preliminary Subdivision	1	0	0
Definitive Subdivision	3	0	0
Modification of Definitive Subdivision	1	0	0
<b>Scenic Road</b>	1	0	1
<b>Extension</b>	1	0	0
<b>Total</b>	<b>32</b>	<b>0</b>	<b>3</b>
<b>Other Matters</b>			
<b>Administrative Site Plan Review Decisions</b>	5	0	0
<b>Total</b>	<b>37</b>	0	3
The Board took final action on 37 applications during FY 2022.*			
The Board received a total of 30 new applications during FY 2022.*			
The Board acted upon a total of 60 matters during FY 2022 (excluding approval of Minutes and Executive Sessions).			
For Annual Town Meeting in June 2022, the Board recommended approval for one Citizen's Petition. At Annual Town Meeting, the Board reconvened to reconsider their position and recommended that no action be taken on the petition.			
*Some applications consisted of multiple petitions.			

### What Does the Planning Board Do?

As defined by Massachusetts General Law, the Board has three primary functions:

1. Establish planning goals and to prepare plans to implement those goals, which take the form of the town's Comprehensive Plan, Zoning Bylaw, and other planning documents.
2. Administer the Subdivision Control Law which establishes the process for development of new roads and development such as new housing. A developer's proposed plans are carefully reviewed to assure that roadway design, drainage, and other details are consistent with standard engineering practice and the town's current requirements.
3. Act as the permitting authority for various site plan and special permit submittals as designated under the town's Zoning Bylaw.

Planning staff acts as professional advisors to the community and its leaders. Staff members organize and attend meetings, provide technical assistance, offer professional opinions, and guide residents, developers, and businesses through the town's various permitting processes. Staff members also offer technical advice and expertise to several boards, committees, and town departments including the Planning Board, Zoning Board of Appeals, Economic Development Committee, Affordable Housing Trust, and ad hoc committees and working groups as needed. The Planning Department is not a permit granting authority and its function during the permitting process is to interpret laws, uphold regulations, and develop plans to ensure that the best interests of the town and its residents are served.

# POLICE DEPARTMENT

The primary purpose of the Westford Police Department is to provide a high level of safety, security, and service for all members of the community. The Police Department has the direct responsibility for the preservation of the public peace, for the reduction of the opportunity to commit crime, and for the effective delivery of a wide variety of police services. A large suburban society free from crime and disorder remains an unachieved ideal. Nevertheless, consistent with the values of a free society, it is the primary objective of the Westford Police Department to approach that ideal as closely as possible.

**Mark Chambers**  
*Chief of Police*

**Ronald Paulauskas**  
*Deputy Chief*

**James Peloquin**  
**Donald Pick**  
*Captains*

The value statement of the Westford Police Department:

- Maintenance of the highest standards of integrity and ethics
- Protection of constitutional rights and delivering bias-free policing
- Problem-solving for continuous improvement
- Engage the community through various programs including the Community Event Team
- Performing public service and law enforcement tasks so as to provide leadership to the police profession
- Work with mental health professionals to assist those in need and increase our knowledge of mental health through training and apply principles learned
- Continue to work with the Town and School Safety Task Force to implement best practices and improve school and workplace safety
- Continue to work with the Diversity, Equity and Inclusion Committee to advance equity and diversity where deficiencies are identified

## **FY 2022 Grants**

\$5,653 – Department of Justice Bulletproof Vest Grant

\$20,750 – Traffic Safety and Enforcement Grant

\$10,000 – Marijuana Eradication Grant

Car Seat Grant – 80 car seats

## **New Police Chief**

After Chief Thomas McEnaney retired in January 2021, the Select Board began an exhaustive search for his replacement. After much consideration, Deputy Chief Mark Chambers was selected for the role of the next Police Chief. Chief Chambers brings a lot of experience to the position, having served the Department since 2000. Chief Chambers, a native of Westford and Westford Academy graduate, rose through the ranks of the Department, starting out as a Patrol Officer, and attaining the ranks of Sergeant, Lieutenant, And Captain, before being promoted to Deputy Chief in 2018. Good luck, Chief Chambers.



## **Community Event Team**

During this fiscal year the Police Department created a Community Event Team. The Community Event Team, rooted in the spirit of community policing, is tasked with coming up with new and exciting ways to create a lasting bond between the Police Department and the community we serve.

## POLICE DEPARTMENT — CONTINUED



Some events that the Community Event Team has already put on include Coffee with a Cop at Paul's Diner, learn-to-skate program at Good Pickin' Farm in January, a movie night at Westford Academy, High Five Friday at the elementary schools, and Popsicle with Police in the Graniteville Woods neighborhood. The team will have more exciting events moving forward.

### Employee Wellness

The health and wellness of employees of the Police Department have always been a priority to the administration of the Department. In addition to the Employee Assistance Program offered by the town, the Police Department, in conjunction with the Westford Fire Department and Westford Public Safety Communications Department, formed a health and wellness team. As part of the health and wellness team, a donation in the amount of \$10,500 was received from the See A New Sun Foundation. This donation was made specifically to fund a one-year subscription to the Cordico Health and Wellness App. The app, which is available to all Westford first responders and their families, is designed to provide self-initiated early intervention resources, as well as to provide a wide array of other health and wellness resources.



### Charitable Endeavors

The pink cruiser continues to be a highly visible ambassador for the Department, present at many events throughout town – both large and small. The goal of the initiative is to raise awareness during Breast Cancer Awareness Month in October. The cruiser was brought to various town events where residents were able to take pictures with the cruiser and foster a sense of togetherness, while also helping raise awareness of this horrible disease. Pink Police Department patches were also sold with the proceeds going to cancer research.

In what has become a tradition, members of the Police Department held their annual food drive to benefit the Westford Food Pantry. The food drive, which takes place outside of Market Basket in Cornerstone Square, seeks food and monetary donations from shoppers with all donations going to the food pantry.

### Westford Academy Interns Returned

After a two-year hiatus because of the COVID-19 pandemic, the yearly interns from Westford Academy returned to the Police Department in the spring as part of their Capstone project. While completing their six-week internship at the station, the interns were introduced to all phases of police work, including dispatch, working in the records department, riding along with a police officer in the cruiser, court appearances, and the duties of a detective.



The three interns this year were Tadgh Murray, Dominic Marshall, and Gianna Furia (left to right). We wish them well and good luck.

## POLICE DEPARTMENT — CONTINUED

### **K-9 Beny**

Members of the Police Department had to say goodbye to longtime police K-9 Beny. Beny and his handler Officer Peladeau were an invaluable resource for not only the Westford Police, but to surrounding agencies as well. Beny was credited with many saves, finds, and apprehensions in his time with the Police Department, which was from 2011 to 2020. Beny, a German Shepherd, was 13 years old at the time of his passing and will be missed.



**POLICE DEPARTMENT** — CONTINUED

**Chief of Police**

Mark Chambers

**Deputy Chief**

Ronald Paulauskas

**Captains**

James Peloquin

Donald Pick

**Lieutenants**

Michael Breault

Brian Gendron

Brandon Holmes

Det. Lt. Christopher Ricard

**Sergeants**

Timothy Hughes

Steven Keins

Daniel O'Donnell

David O'Hearn

Geoffrey Pavao

Marc Proia

Gregory Marchand, Prosecutor

Dennis Rogers, Detective Sergeant

**Patrol Officers**

Nicholas Annese

James Antonelli

Michael Barck

David Bettencourt

Matthew Bunyon

Gregory Bums

Michael Cassola

Joseph Chenell

Brett Fitzgerald

Derek Hartley

Jon-Allen Haslam

Timothy Jansen

Trevor Keins

Timothy Larkham

John Lincoln

William Mantville

Nicholas Mariano

Ian McEnaney

Robert Musto

Trevor Sampson

Paul Selfridge

David Siltan

**Special Services**

Det. Justin Belinsky

SRO Anthony Bernadin

SRO Joseph Eracleo

Det. Matthew Furlong

Det. Christopher Musick

Det. Nirisa Nicoletti

K9 Officer Corey Peladeau

**Office Personnel**

Marcy Devine

Tricia Targ

Michelle Wright

**Custodial**

Douglas Shepherd

# POLICE DEPARTMENT — CONTINUED

## Statistics

July 1, 2021 – June 30, 2022

Calls for Service and Services Rendered			
Accident Industrial	0	Mutual Aid	61
Alarm/Burglar	664	Park and Walk	336
Alarm/Fire	206	Property Found	130
Animal Control Officer Callout	57	Property Lost	42
Animal Cruelty	24	Property Surrendered	6
Bank Escort	0	Repossession	20
Business and House Check	5243	Rubbish Disposal	8
Car Seat Installation	36	Safety Hazard	80
Disturbances	286	Search Warrant	27
Domestic Violence	133	Sudden Death	8
Fire MV/Building/Brush	28	Suicide/Attempt	2
Funeral Escort	3	Surveillance MV	20
Harassment	28	Surveillance Person	11
Identity Theft	152	Suspicious MV/Person	530
Legal Advice	375	Telephone Harassment/Obscenity	17
Lockout	23	Transportation/Citizen/Prisoner	66
Maintain the Peace	44	Truancy	7
Medical	1528	Vehicle ID Number (VIN check)	6
Message Delivery	61	911 Hang Up-Abandoned Call	420
Missing Person/Child	27	911 Non-Emergency-Verify Call	733

Criminal Complaints	
Assault and Battery	9
Assault – simple	21
Bomb Threat	0
Breaking and Entering/Building & MV	14
Bylaw Violation	69
Child Abuse/ Neglect	32
Counterfeiting	1
Drug Law Violations	11
Firearm Violations	0
Fireworks Violations	8
Hate Crime	0
Injury to Private Property	47
Larceny	53
Larceny of a Motor Vehicle	10
Larceny from a Motor Vehicle	6
Restraining Order Violation	20
Robbery	0
Sexual Assault/Adult/Child	5
Trespassing	9



# PUBLIC SAFETY COMMUNICATIONS DEPARTMENT

In FY 2022 the Public Safety Communications (PSC) Department continued to have difficulties filling open positions, along with many other communications departments throughout the state and country. Nationwide there is a 30% to 50% vacancy of 911 Operators. The PSC Department worked with the Police, Fire, and Emergency Management Departments on reviewing and improving the town-wide emergency two-way radio communications system.

**Timothy Whitcomb**  
*Operations Administrator*

While COVID-19 and the new variants continued to impact the PSC Department both internally and externally, the year did bring back a sense of normalcy and more standardized operations.

We want to remind and encourage residents to sign up for Rave/Smart 911 at [smart911.com](https://smart911.com).

Smart 911 allows residents to enter specific information that could be critical should they ever find themselves calling 911 in an emergency.

Category	FY21
978-399-2345 telephone calls received	51,729 +/-
All 911 calls presented	6,638
Text to 911	3
Cellular 911 (both Phase 1 and 2)	4943
911 calls triaged and referred to other agencies	1456
Dispatched police response	7579
Dispatched fire/ambulance response	3186
District 6 fire incidents involved	27

The PSC Department was awarded three reimbursable State 911 Grants, totaling \$130,509.99. Of that we were able to use \$93,315.54 to offset overtime, training, and quality assurance costs. These grants, which are not guaranteed, are critical to the operations of the Department.

All telephone calls to the Fire and Police Departments, both routine or business (978-399-2345) and Emergency 911 calls for the Town of Westford, are answered at the PSC Department.

The PSC Department dispatches all public safety services and receives all telephone and 911 calls for Police, Fire, and Ambulance for the Town of Westford, at a single location. The PSC Department also serves as the control point for Fire District 6 Communications, which covers 19 communities.

The PSC Department is staffed 24/7 and has a full-time staff of 11 PS Telecommunicators under the direction of the Operations Administrator, who reports to both the Police and Fire Chiefs.

The PSC Department would like to thank the residents and the Police, Fire, and Health Departments as well as all the other town departments, and all those who have gone above and beyond to support and work together throughout these unprecedented times.

**PUBLIC SAFETY COMMUNICATIONS DEPARTMENT**

— CONTINUED

**Public Safety Telecommunicators**

Brandon Burns	Nicholas Demins
Ashley Hartenstein	Rebecca Michaels
Samantha Murnane	Colin Osgood
Riley Peterson	Michael Rinn
Jocelyn Stott	Jocelyn Shields

**Part-Time Telecommunicator**

David Lefebvre

## DEPARTMENT OF PUBLIC WORKS

The Department of Public Works was created in 2020 to provide executive and administrative support and oversight to the Highway Department, Engineering Department, Water Enterprise, and Stormwater Enterprise. In February 2022, a reorganization of the Parks and Recreation Department led to the incorporation of the Parks and Grounds and Cemetery Departments into the Department of Public Works.

**Stephen Cronin**  
*Director*

**Larry Panaro**  
*Business Manager*

In FY 2022, the Department of Public Works continued its work with other departments and committees to promote Westford as a healthy community through infrastructure planning. The Department secured funding at the June 2022 Annual Town Meeting to construct a sidewalk extension on Carlisle Road from Littleton Road to Liberty Way, design the final segment of a sidewalk on Plain Road between Grassy Pond and the Stony Brook Conservation Area, design and construct pedestrian improvements and a crossing on Carlisle Road from Texas Road to the Jack Walsh Fields, and design pedestrian improvements at the intersection of West Street and North Main Street.

Under the leadership of the Department of Public Works, the Highway Department and Engineering Department worked collaboratively to complete important traffic and pedestrian safety improvement projects over the course of the year, including a road safety audit with associated improvements at the intersection of Route 40 and North Street, and resident-initiated improvements to the Depot Street and Plain Road intersection.

The Department also oversaw efforts to advance the design of the Boston Road Reconstruction Project to the 75% stage. Through a series of public meetings with the Select Board, Pedestrian Safety Committee, and project abutters, additional pedestrian safety measures were added to the project design, including flush median pavers and crosswalks, painted bike lanes, increased signage, and speed limit reductions.

As a key member of the Newport Materials Asphalt Mitigation Steering Group, the Department worked with the Parks and Recreation Director and the Facilities Director to utilize asphalt mitigation to offset capital improvement costs for the Robinson tennis court project, the Forge Village skate park rehabilitation project, the Pine Grove Cemetery expansion project, and the FY 2022 pavement management program.

Website: [westfordma.gov/1324](https://westfordma.gov/1324)

# RECREATION DEPARTMENT

The Recreation Department supports the community with safe and affordable programming designed to engage participants with activities that are enriching, inclusive, and fun. Several of the Recreation programs utilize Town of Westford resources, such as the school facilities, East Boston Camps, and Edwards and Forge Beaches.

The Parks and Recreation Commission acts as the policy-setting committee for both Parks and Recreation. Commissioners are appointed by the Town Manager to serve three-year terms. The Parks and Recreation Commission oversees short-and long-range planning for recreational facilities, including the development and maintenance of existing recreational facilities and site acquisition. The Commission typically meets the first Monday of each month, September-June and as needed in July and August.

During FY 2022, the Recreation Department continued to experience a shift in operations due to the COVID-19 pandemic, including staffing shortages and a reduction in programming and facility permitting, which significantly affected the department’s annual revenue generation. The Department began to experience some relief in late spring of 2021. With a better understanding of the virus and vaccine availability, our programs were developed and enrollment livened up.

## Summer 2021

In 2020, the Recreation Summer Weekly Programs ran in only one location, and with masks. Starting in June of 2021, the department was able to operate *both* weekly summer programs, Destination Exploration at East Boston Camps and Kids Club at the Nabnasset Elementary School. Each program ran successfully and gave us all – staff, parents, and children – hope that things were starting to turn around. Our amazing Recreation staff cared for more than 200 children over the course of eight weeks, offering activities such as swimming, arts and crafts, paddleboarding, sports and games, carnival day, fishing, and more. The staff put in countless hours of planning to ensure that all participants were well cared for and having fun throughout the day.

Like Recreation’s Summer Weekly programs, Edwards Beach and Forge Pond Beach enjoyed a successful season, staffed by Recreation employees and well maintained by the Parks and Grounds team. While there were fewer “formal” groups than usual, such as Springboard schools and Kids League, many Westford residents and visitors from other communities took advantage of our beautiful town amenities. Whether for the Recreation swim lessons, family time at the beach, or visiting our playgrounds, we were happy – *ecstatic* – to watch people out and about enjoying themselves.

Other summer programs eagerly welcomed were the popular Impact Speed and Agility, Nighthawks Track and Field, and our new pickleball clinics.

## Fall/Winter 2021

Fall 2021 proved to be a busy season for the department. With the success of the summer programs, it was clear that we were all beginning to emerge from the weight of the pandemic. As the department prepared for the full reopening of seven Westford Partnership

**Parks & Recreation Commission**

**Lauren Coffey**  
*Chair*

**Christopher Barrett**  
*Vice-Chair*

**Kathleen Burns**  
**Elizabeth Garber**  
**Lauren Forbes**  
**Michael Furman**  
**Michael Sawyer**

## RECREATION DEPARTMENT — CONTINUED

for Children (WPC) After School programs for the 2021-22 school year, Assistant Director Michelle Collett and staff continued their close collaboration with the Department of Early Education and Care (EEC) for the licensing of the WPC program. Licensing would ensure continued quality programming supported by the oversight and governance of the EEC, part of the Massachusetts Executive Office of Education.

The time-consuming process of licensing was a task the Recreation Department began several months earlier when the WPC program had temporarily closed due to COVID. Guidelines are extensive once the EEC license is gained, and include requirements such as background checks and fingerprinting for WPC staff 16 years old and up, and adherence to even stricter staff-to-child ratios. In May 2022, licenses for all seven schools were issued by the State of Massachusetts.

The pandemic still affected our schools and our programming, but mask mandates were lifting, and many parents were returning to work. People were savoring a new sense of normalcy after the challenges they had faced over the last year. The WPC After School program for the 2021-22 school year showed promise right away, with an upward trend in enrollment. Other important offerings resumed, like our Special Programs, providing support for parents and children with full-day and full-week coverage during Westford Public Schools parent conferences, professional development days, and February and April school vacations. Lanni Orchards, Mel's FunWay Park, Tyngsboro Sports Center, and McIntyre Tubing, were just a few Special Program locations children visited.



*WPC After School Program,  
Day School*



*Special Program at Mel's Funway Park*

In February 2022, James Duane, Director of Parks and Recreation, resigned, creating an opportunity to move Parks, Grounds and Cemetery under Director Steve Cronin at the Department of Public Works. As part of the restructuring, Assistant Director Michelle Collett was promoted to Recreation Director. Michelle Collett and Steve Cronin will continue to work closely during this departmental transition and in future collaborations.

### **2022 Project Highlights**

- In September 2021, all seven WPC After School programs for grades K-8 were open and providing a full range of services. (During 2020-2021, schools were closed intermittently, with the final reopening of only three schools in the spring.)
- In May 2022, EEC licenses for all seven schools were issued by the State of Massachusetts: Abbot School, Crisafulli School, Day School, Miller School,

## RECREATION DEPARTMENT – CONTINUED

Nabnasset School, Robinson School, and Stony Brook Middle School. License renewal is due in May 2024.

- After months of collecting data, the Recreation Feasibility Study made progress with its first public input meeting and School Committee meeting.
- Two AAC Boards were installed at Ronan McElligott Playground and the Forge Pond Beach Playground.

The Parks and Recreation Commission and the Recreation Department's staff would like to thank Westford's leadership, Town Meeting, boards and committees, and other operating departments for their ongoing support during these unprecedented times. The team approach to success makes Westford a wonderful community.

### **Recreation Staffing**

**Director** – James Duane (resigned February 2022)

**Assistant Director** – Michelle Collett (promoted to Director February 2022)

**Office Manager** – E. Rozanne Fredkin

**Registrar/Program Coordinator** – McNiff

**Administrative Assistant** – Joy Felicani

**Site Directors** – Kayla Beliveau, Tiffany Gintner, Anne Taylor (resigned June 2022), Paula Jurewicz, Lyn Pizzano, Benjamin Stanley, Tiffany Jurewicz

**Assistant Site Directors** – Nick Adams, Shannon Gemma (resigned May 2022), Alicia Glidden (hired June 2022)

**Administrative Office:** 65 Main Street, 3<sup>rd</sup> floor

**Website:** [westfordma.gov/320](http://westfordma.gov/320)

# RECYCLING COMMISSION

## The mission of the Westford Recycling Commission is to:

- increase awareness of the financial and environmental impacts of recycling
- provide opportunities for non-curb-side recycling
- educate residents on options to reduce, reuse, re-purpose, and recycle
- organize recycling events that encourage diversion from the trash

## Fiscal Year 2022 in Review

With overflowing landfills and the threat of climate change, environmental activism is growing in Westford, and there are now several groups in town with that focus. The Westford Recycling Commission (WRC) collaborated with these other parties during FY 2022 in many ways: supporting Westford Climate Action with a table at their Earth Day event and helping the Rotary Club and WestfordCAT to publicize the “Bags to Benches” Challenge and battery drop-off projects. Along with these other groups, the WRC advised the Town Manager’s office on a draft job description for a proposed Sustainability Coordinator.

Outreach went beyond our town borders as well, as this year the WRC partnered with the Westborough Waste Management Task Force to share ideas on waste reduction.

The Commission focused on legislation in the Massachusetts state legislature with monthly meeting updates. In September, the Commission drafted a letter of thanks to State Rep. James Arciero for sponsoring/promoting the Producer Responsibility Bill and sent a letter to State Sen. Edward Kennedy asking him to do the same.

There were two financial changes during the year. The Recycling Revolving Account was increased from \$20,000 to \$40,000 by voters at the October Special Town Meeting. And in May, residents’ price for recycling totes went up from \$54 to \$60, due to an increase in cost from the vendor.

In October, the Highway Department began stocking and selling Earth Machine composters for residents. Many thanks to Nicole Feliciano for her help in selling composters going forward, and also to Denise Seyffert who for many years sold them from her home.

Early in 2022 a group of Westford Academy seniors supported the WRC in completing their Capstone project. They produced creative videos and graphics and refreshed the all-encompassing “How to Recycle Everything” document that lives on the WRC site as a resource for residents looking to re-use items and keep them out of the trash. The WRC thanks the students for their fresh perspective in updating some of the key outreach materials.

Following its mission, the WRC continued to encourage diversion from the trash, with composting demos and collection events. And the Commission continued to educate Westford through updates on the WRC website and Facebook page and fielding questions sent in by residents.

**Ken Teal**  
*Chair*

**Kristina Erickson**  
*Vice-Chair*

**Corey Groves**  
**George Haines**  
**Elizabeth Sawyer**  
**Nick Schott**  
**Charles Stark**



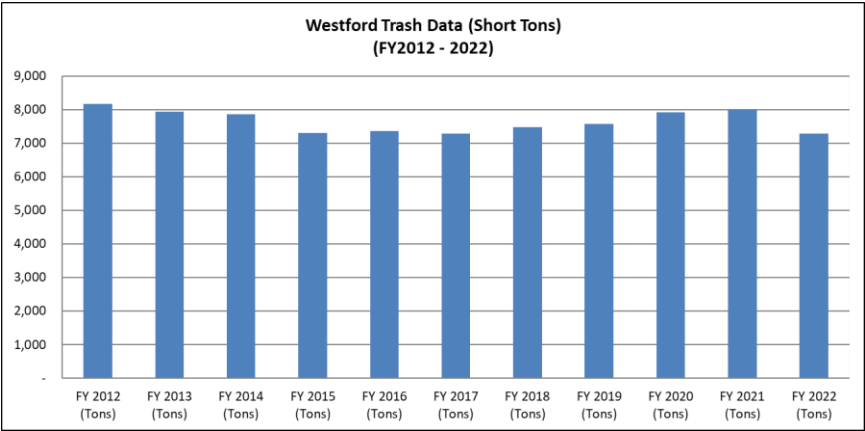
# RECYCLING COMMISSION —CONTINUED

As environmental concerns grow, recycling markets tighten, and landfills reach capacity, it’s reassuring that Westford is taking steps to consider the future by increasing our access to resources. The WRC will continue to play its part in educating our residents, providing waste diversion opportunities, and increasing awareness of the financial impacts of recycling. It takes many hands to meet this challenge and the Westford Recycling Commission thanks all of its partners who supported us this year.

## Data, Statistics, and Costs

In FY 2022, Westford trash data show a significant decrease in trash with a drop of 721 tons (or 9%) to 7,275 tons in trash volume. This improvement matched 2017 levels as the lowest in the last 10 years. Recycling data also showed a significant decline with a 2.2% drop in recycling volume to 2,442 tons. The COVID-19 pandemic is likely the driver of this unusual trend but also makes it hard to explain the behavioral change. If the reduction in trash and recycling is a result of reducing and re-using, this would be a positive trend.

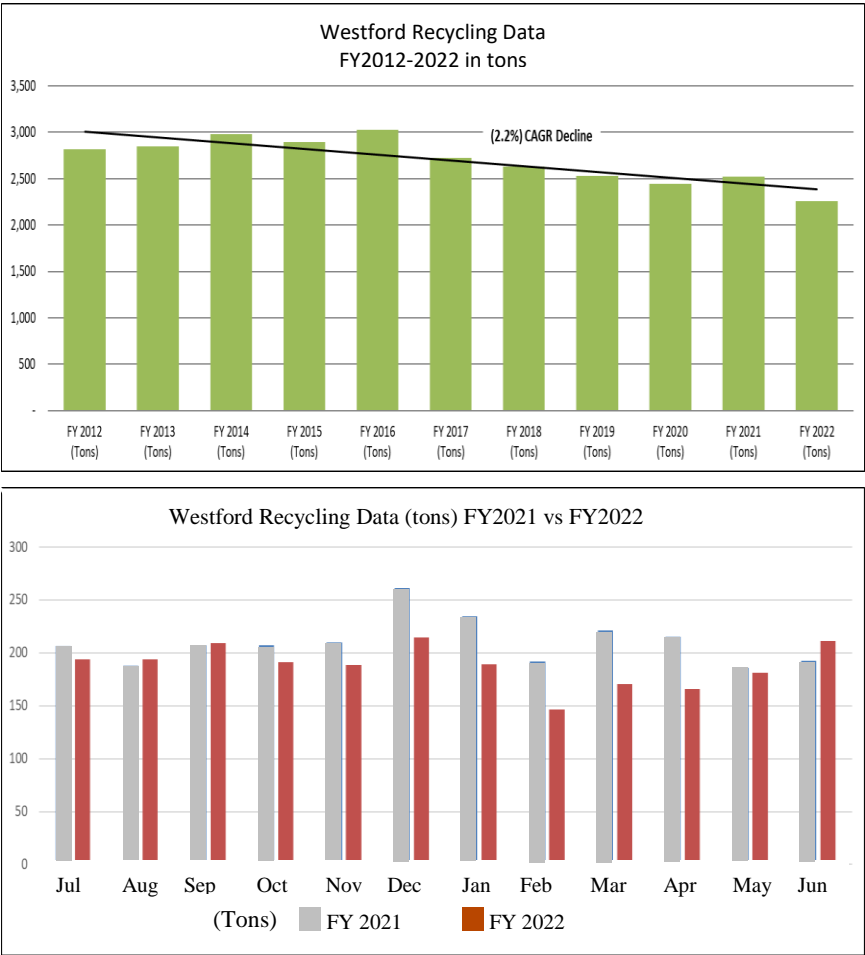
With the FY 2022 improvement, this brings average trash reduction of 1.2% per year over the last 10 years. Combining this factor with Westford’s population increase represents a significant per capita improvement. Using a recent population estimate of almost 25,000 residents, this means the per capita trash has decreased from 0.32 tons per resident to 0.29 tons per resident.



On the recycling side, the 10-year trend continues to be negative (average annual decline of 2.2%). Historically, there was an inverse correlation with reduced waste volumes accompanied by increased recycling volumes, suggesting that trash diversion efforts were successful in producing greater recycling results. In FY 2022, that was no longer true. Nevertheless, the downward trend for both trash and recycling volumes together is a positive trend.



RECYCLING COMMISSION —CONTINUED



In FY 2022, the town also saw a decline in bulk sticker sales from 6,295 bulk stickers the previous year to 3,938 this year. Although FY 2021 saw a large increase in bulk stickers, likely as a result of pandemic house-cleaning, this income helps offset the town’s cost of burning this trash at the Covanta energy-from-trash incinerator in North Andover. Combined with the trash data, Westford saw a significant drop in waste – an extremely positive development.

It is hard to measure where the impact of pandemic factors begins and the Westford Recycling Commission ends. A more direct measure of impact are the outcomes from the Household Hazardous Waste and Electronics & More events that are critical in diverting materials out of Westford’s waste stream. Year-over-year results from the “Electronics and More” event showed a marked increase of 22% in metal recycling and 16% increase in electronics recycling from the spring of 2021.

# RECYCLING COMMISSION — CONTINUED

In FY 2022, the WRC piloted an annual Household Hazardous Waste event. Previously, it was held every other year. Based on the level of participation and the volume collected, the successful day demonstrated that an annual event is warranted. FY 2022 results for this significant event were:

Household Hazardous Waste Collection FY 2022	
Vehicles	Collected Amount (lbs.)
156	10,740

## Grant Received from Department of Environmental Protection

In the fall of 2021, the Commission was awarded a grant of \$1,250. Westford was awarded the Small-Scale Initiative Grant through the Sustainable Materials Recovery Program administered by the Massachusetts Department of Environmental Protection (MA DEP) for the WRC’s “commitment to reducing waste and increasing recycling for the benefit of our communities and the environment.”

The Commission voted to continue to use the DEP grant funds to maintain the price that residents pay for Earth Machine composters at \$25.

The Commission is most grateful to resident Kristina Greene for preparing and submitting grant applications to the State DEP on our behalf.

## Collection Events

The mission of the WRC is, in part, to implement programs that encourage diversion from the trash. The Commission typically organizes and staffs several events each year for residents to keep their banned items – used electronics, household hazardous waste, and yard waste – out of the trash as well as holding events that focus on alternatives for additional items. In FY 2022 we held two Electronics and More collections, one Household Hazardous Waste collection, and two brush chipping events (all of these with the tremendous support of the Highway Department), as well as four composting demonstrations. We also benefitted from the Westford Rotary’s project to collect many plastics not accepted curbside, and we assisted with getting the word out.

This year, the WRC:

- Assisted the Highway Department with publicizing their two brush chipping events on October 2, 2021 and on April 23, 2022.
- Held two Electronics and More collections for residents. We continue to work successfully with Northeast Materials Handling and the Highway Department with the revised event traffic pattern.

Electronics and More Collection FY 2022		
Material	Fall 2021	Spring 2022
Total (lbs.)	24,770	35,186
Metal Total (lbs.)	14,260	17,740
Electronics Total (lbs.)	10,510	17,446
TVs	94	109
Monitors	88	186
Speakers	22	188

# RECYCLING COMMISSION — CONTINUED

Material	Fall 2021	Spring 2022
Co-mingled material (lbs.)	1,877	1,240
Batteries (lbs.)	143	136
Vacuums	10	48
Car seats	1	15
CFL bulbs	-	2
LED lights	-	24
Household bulbs	-	14
Flood light	-	1
Toner (lbs.)	-	5

- Hosted one Household Hazardous Waste event on May 14, 2022. There were 312 vehicles and 22,000 lbs. of waste were collected.
- Supported one Styrofoam collection event on October 23, 2021.
- Continued to communicate the importance of diverting food waste from our trash collection by re-introducing Earth machine demonstrations. These events were held at the Highway Department. These Earth Machines are available to residents for \$25 each, a price made available by a significant subsidy through a grant.
- Worked with the Westford Rotary Club, which continued to partner with TREX, sponsoring a “Bags to Benches” plastic collection accepting the following, which are not accepted in our curbside recycling program: single use plastic grocery bags; bread bags; plastic overwrap for toilet paper, napkins, paper towels, and diapers; plastic overwrap on bulk items in cases (ex: water bottles, snacks); plastic retail bags (with hard plastic and string handles removed); clean, dry plastic food storage bags (ex: Ziploc bags); polyethylene film labeled #2 or #4; stretch wrap; produce bags; dry cleaning bags; newspaper sleeves and bags; plastic cereal box liners; plastic shipping envelopes; bubble wrap; and air pillows (deflated, with labels removed). Five thousand pounds of plastic was collected in just six months – every 500 pounds will result in a plastic bench. Westford will receive a total of 10 benches.

## Additional Accomplishments in FY 2022

- Sold 112 64-gallon wheeled recycling toters.
- Sold 75 Earth Machine composters.
- Sold 3,938 bulk stickers generating \$16,430 to offset the cost of incinerating those bulk items (like mattresses and furniture) set out with residents’ trash.
- Continued our support for New England Clothes Recycling containers for both gently used and unusable textiles at locations throughout the town and received \$1,800 from the company.
- Promoted composting in the Town Manager’s newsletter, articles, and WestfordCAT and held composter demos.



## Publicity and Education

To increase awareness of recycling, the Commission promoted recycling, composting and our collection events in 221 public relations and media notices including: The Recycling Guide, Town Manager text alerts, Town Manager email alerts, Town Manager’s Newsletter, area publications, the Westford Recycling website, WestfordCAT, the Westford Recycling Facebook page, and local signage boards.

## RECYCLING COMMISSION — CONTINUED

### Online

- Maintained a comprehensive website for recycling as a reference for residents: [westfordma.gov/recycling](http://westfordma.gov/recycling).
- Maintained an active Facebook page to promote reduce, reuse and recycle options for residents: [facebook.com/WestfordRecyclingCommission](https://facebook.com/WestfordRecyclingCommission).
- Continued to promote the Recycle Smart website, [recyclesmartma.org](http://recyclesmartma.org), as the ultimate source for what Waste Management and all vendors in Massachusetts accept as recyclables.
- Produced videos to run online and on WestfordCAT, highlighting local diversion options for plastic bags and shipping/package supplies, and used books and media.

### In Person

- Hosted a table at the Westford Earth Day event on April 22, 2022.
- Hosted composting demonstrations at the Highway Department held throughout the year.

### By Mail/Email

- Answered residents' recycling questions on acceptable recycling materials.
- Printed and mailed the FY 2022 Recycling Guide to Westford households.
- Expanded the Recycling Guide to include an alert of upcoming changes on mattress and textiles disposal and advertised composting initiatives.
- The Recycling Guide also includes notice of the next Household Hazardous Waste event, now a yearly event.

### Member and Volunteer Updates

WRC welcomed a new member, Nick Schott. Nick is a retired professor from the UMASS Lowell Plastics Engineering program and brings a deep background in plastics.

For the first time, the WRC partnered with Westford Academy students working on their Capstone Projects.

Four volunteers, Tanya Vasireddy, Samantha Greene, Julia Cunniffe, and Anushka Patil (not pictured) worked for five weeks on several projects. Their key initiatives included creating two new educational videos, verifying and updating all resourcing data in our recycling aid “How to Recycle Most Everything,” modernizing our social media postings, and directing residents at our Spring Electronics and More collection event.

Ellen Harde left the WRC as a full-time member in 2021 but continued her support in 2022. Ellen regularly fields questions from residents and town staff members regarding trash and recycling, and advises on matters needing a historical perspective. We thank Ellen for her engagements on the front line.



# RECYCLING COMMISSION — CONTINUED

We also want to recognize our other involved volunteers, some of whom regularly attend our monthly meetings and all of whom make significant contributions:

- Kristina Greene, founder of The Greening of Westford, maintains the WRC Facebook page, manages DEP reporting, and secures grant funding, as detailed above.
- Denise Seyffert has stepped away from taking orders for Earth Machine compost bins. The Commission is grateful for the many years she supported this process.
- Nicole Feliciano now takes orders for the Earth Machine composters.
- The Highway Department stores the Earth Machine composters and hosts many events.
- Rubal Verma continues to support the WRC by taking meeting minutes and staffing collection events.
- Barbara Theriault, a former WRC member, and her husband Ray, continue to help with public relations, event signage around town, and updates on legislation currently in the Massachusetts Legislature.
- Sharon Chew provides assistance for the town’s composting efforts in the schools.
- Jerry DiBello reviews and updates the “How to Recycle Almost Everything” section of our website.
- Sue Thomas attends WRC meetings as a liaison from the Westford Clean Energy and Sustainability Committee.

## Key Financial Information

Recycling Commission Revolving Fund			
Balance July 1, 2021			\$20,526
	Income	Expenses	
64-gallon toters (112 sold)	\$6,600	(\$5,010)	
Earth Machine composters (75 sold)	1,940	(4,667)	
Resident donations	5	–	
NE Clothes Recycling payments	1,800	–	
Name badges		(73)	
Household hazardous waste	6,345	(6,345)	
Brush chipping	1,510	–	
Totals	\$18,200	(\$16,095)	
Balance June 30, 2022			\$22,631

State Recycling Grant Account			
Balance July 1, 2021			\$6,525
	Income	Expenses	
64-gallon toters (112 sold)	\$1,250	–	
Composters	–	(2,500)	
Household hazardous waste	–	(2,863)	
Totals	\$1,250	(\$5,363)	
Balance June 30, 2022			\$2,412

# SCHOOLS

## NASHOBA VALLEY TECHNICAL HIGH SCHOOL

Nashoba Valley Technical High School (NVTHS) is a regional technical public high school established in 1969 to serve students in grades 9 through 12 with a comprehensive academic and vocational education. NVTHS also offers career preparation in 20 technical programs for recent high school graduates as well as adult evening education opportunities. NVTHS has earned an impressive reputation for producing community leaders as well as providing a vast amount of community projects for our eight district towns: Ayer, Chelmsford, Groton, Littleton, Pepperell, Shirley, Townsend, and Westford.

**Ronald Deschenes**  
*School Committee member*  
*Westford*

**Alicia Mallon**  
*School Committee alternate*  
*Westford*



<b>Administration</b>	
Dr. Denise Pigeon	Superintendent
Mr. Jeremy Slotnick	Principal
Ms. Michelle Shepard	Business Manager

**Accreditation:** New England Association of Schools and Colleges

### The Learning Schedule

Three 12-week trimesters consisting of eight 45-minute periods set in a four block schedule, five days per week. The school schedule alternates one week of academic classes with a week in a career-technical area for grades 9 through 12.

### The Year in Review

The core mission of a vocational-technical school is to offer its students practical training for skills-based careers and impart knowledge that will be valuable to secure and be successful in future employment. In order to achieve this goal, NVTHS must constantly look to the future in order to determine the necessary skills that will be valued in an economy yet to come. Since NVTHS opened its doors in September 1969, in-demand skills have changed along with career pathways and technology. The history of NVTHS is one of near-constant adaptation; not just to keep pace with a rapidly changing world but to anticipate those changes and keep learning relevant. These changes have come about in both the technical programs that NVTHS offers and in the facilities and equipment of the building. NVTHS enrollment continues to grow with the need for skilled labor for in-demand trades. The incoming class of 2026 is the largest in almost 40 years.

# SCHOOLS

## NASHOBA VALLEY TECHNICAL HIGH SCHOOL – CONTINUED

### Vocational-Technical Programs (Secondary & Post-Graduate)

Advanced Manufacturing	Electrical Technology
Auto Collision Repair & Refinishing	Engineering Academy:
Automotive Technology	Robotics & Automation
Biotechnology	Engineering Technology
Carpentry	Health Assisting
Cosmetology	Hospitality Management
Culinary Arts	Marketing
Dental Assisting	Plumbing & Heating
Design and Visual Communications	Programming & Web Development
Early Education and Care	Television and Media Broadcasting/Theater Arts
	Veterinary Assisting

### Special Academic Programs

Advanced Placement, Honors, and College Preparatory courses are available in all core subjects. Foreign language, music, theatre art, and additional elective courses are offered for all four years to all interested students.

### Early College

In January of 2019, in partnership with Middlesex Community College (MCC), NVTHS became the first vocational school to be awarded the Early College designation from the Massachusetts Department of Elementary and Secondary Education. Students can apply to participate in the Early College program beginning in their junior year.

The Early College program has two tracks: The Early College on-campus at Nashoba program and the off-campus at proram at Middlesex Community College (MCC). Students in the on-campus program enroll in “concurrent” enrollment classes at NVTHS and earn credit at both Nashoba and MCC. Students are expected to earn 12 or more credits between their junior and senior year. The off-campus program allows students to take courses at MCC on a full-time basis while still enrolled at NVTHS as a high school student. Credit for the courses applies to both the high school and college transcripts.

Upon completion, students receive their high school diplomas from NVTHS and one or two years of college credit. Many Nashoba students in recent years have graduated with an Associate’s degree and their high school diploma at the same time.

In both the on-and off-campus programs, students have access to libraries, technology centers, and support services available at Middlesex Community College. Additionally, to prepare students to possibly enter the program as juniors, all grade 9 students earn one college-credit equivalent to MCC’s Career Exploration course for participating in their required Freshmen Exploratory of all NVTHS programs. Finally, as an Early College designated program, these courses are offered at no cost to the student or the student’s family.

### Community Service Projects

NVTHS is unique in its approach to community service and its relationship to its district towns. Students and their instructors travel to various sites within our district to work on community service projects that have been approved and selected for their benefit to the community and the learning of our students. The students perform all necessary work for

## SCHOOLS

### NASHOBA VALLEY TECHNICAL HIGH SCHOOL – CONTINUED

the district towns to complete their requested projects. The Community Service Program educates students in a real-world setting and allows the towns the benefit of observing NVTHS students at work, creating a lasting tribute to their efforts and having a major project completed without over-expending limited town resources for capital improvement.

Connecting with our community is important for our students. This past year our Electrical students provided community service by installing track lighting on the stairways of the Westford Museum, and our Culinary students provided monthly luncheons to the Westford Council on Aging. Our students also used their skills throughout the school by building dugouts for the Girls Softball field, relamping the lighting in the Culinary area, and providing general repairs to the school and school vehicles.

#### Student Activities

NVTHS sponsors an extensive program in intra-scholastic sports including varsity teams in 16 current high school sports, with equal opportunities for both male and female students. New to our activities is our expanding tennis team. Other extracurricular activities include Student Council, National Honor Society, Music Honor Society, Yearbook, Kick-Off Mentors, Students Against Destructive Decisions (SADD), Skills USA, Student Leadership, Peer Mediation, Chorus, Drama, and many special interest clubs. No user fees are imposed on any sport, school-sponsored club, or activity.

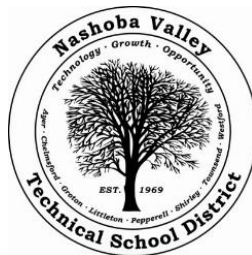
#### Continuing and Community Education

Nashoba Career Technical Institute (NCTI) Program offers many late afternoon and evening classes to our community, such as Electrical, Plumbing, Advanced Manufacturing, and Driver's Education. Additional information can be found on the NVTHS [website](http://nashobatech.net).

100 Littleton Road, Westford, MA 01886

978-692-4711

[nashobatech.net](http://nashobatech.net)





SCHOOLS  
WESTFORD PUBLIC SCHOOLS  
SCHOOL COMMITTEE

Following the town election in May 2022, the School Committee said goodbye to member Alicia Curtin Mallon who, after five years of service on the committee, made the switch to serve on the Nashoba Valley Technical High School Committee. At the same time, the Committee welcomed new member Marisol Garcia.

**Committee Operations**

The Westford School Committee welcomed a new Superintendent, Dr. Christopher Chew, in FY 2022. The year got off to a productive start at the annual Summer Planning Retreat in July 2021. During this retreat, a representative from the Massachusetts Association of School Committees led the Committee and the Superintendent through a workshop focused on developing operating protocols, reinforcing positive collaborative relationships, and defining what effective communication looks like. One result of this work was a jointly developed set of operating protocols, approved and signed by the members of the School Committee and by the Superintendent. We encourage the Westford community to become familiar with these protocols, which, along with a description of the powers and duties of the School Committee, can be found at [westfordk12.us/district/school-committee/pages/powers-duties-operating-protocols](https://westfordk12.us/district/school-committee/pages/powers-duties-operating-protocols).

The spirit of efficient operations, positive collaboration, and effective communication persisted throughout FY 2022 for the School Committee. While the Committee returned to in-person meetings at the Millennium School, it also offered residents the opportunity to participate remotely via Zoom. The School Committee reorganized its website to make it more intuitive, informative, and accessible for the public. Meetings were streamlined, as the Committee adopted the use of a consent agenda for the first time in recent memory. Lastly, the Policy Subcommittee’s continued use of the new policy database created significant efficiencies in the policy review and development process.

**Other School Committee Activities and Achievements**

The 2021-2022 school year started on a positive note, as the School Committee worked collaboratively with the Westford Public Schools administration, the Westford Health Department, and the Board of Health to safely keep our students in the classroom despite the continued presence of COVID-19. In the fall, our Curriculum Coordinators were kind enough to lead Committee members on informative walk-throughs of all nine of our PK-12 school buildings. During these visits, Committee members got to see our talented and dedicated staff doing what they do best: engaging with every individual student, showing a deep concern not just for their academic development, but for their social-emotional well-being as well. And the students were doing what they do best: being creative and collaborative, learning not just the academic curriculum but how to be caring community members and lifelong learners.

Diversity, equity, and inclusion (DEI) continues to be a priority for the Westford School Committee and Westford Public Schools. This was reflected in a number of positions and votes that the Committee took during FY 2022. The Committee voted to approve a new Director of Equity, Curriculum, and Instruction for the district, another step along the path

**Chris Sanders**  
*Chair*

**Valery Young**  
*Vice-Chair*

**Kathryn Clear**  
*Secretary*

**Marisol Garcia**  
**Sean Kelly**  
**Gloria Miller**  
**Mingquan Zheng**

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### SCHOOL COMMITTEE — CONTINUED

of infusing DEI in all aspects of the work that the district does. For the first time, the School Committee approved an academic calendar (for 2022-2023) that includes no-school days for both Yom Kippur and Diwali, recognizing the importance of those holidays in the lives of many families in our community. After listening to a wide range of voices in the community, and looking to forge a positive future direction – while also honoring the past – the Committee voted to approve a resolution in support of rebranding our high school mascot to be the Westford Academy Ghosts. Additionally, the Committee sponsored and participated in a number of community forums focused on community concerns around race and equity in the community.

After many years of study and discussion, the Westford School Committee voted to approve tuition-free full-day kindergarten (FDK) for *all* Westford students, beginning in the 2022-2023 school year. This decision was based on the unanimous view of district leadership and educators that FDK for all students was in the best interests of our youngest learners. The new FDK program contrasts with our prior FDK program, which was available only to families with the financial means to pay tuition and who received a favorable lottery position. Adoption of this exciting new initiative included a carefully planned six-year period where the costs will be gradually phased into the district's operating budget.

One of the most important responsibilities of the School Committee is to approve a budget for the district. In FY 2022, the Committee worked collaboratively with the Superintendent, Assistant Superintendent, Director of Pupil Services, and Director of School Finance to develop a balanced budget for FY 2023. The budget development process was greatly aided by the increasingly important role of our Finance Subcommittee, which had been created in the prior year. The budget featured increases in substitute teacher wages, savings stemming from an innovative Central Office reorganization, and staffing adjustments based on projected enrollment trends.

#### **Subcommittees and Committee Involvement in District and Town Activities**

During FY 2022, the following School Committee subcommittees were active:

- Policy Subcommittee
- School Finance Subcommittee

Additionally, the School Committee had representation on the following Westford Public Schools (WPS) committees or teams:

- WPS Diversity, Equity and Inclusion Team
- Special Education Parent Advisory Council
- English Learner Parent Advisory Council
- Strategic District Improvement Plan Advisory Group
- Calendar Committee
- Collective Bargaining and Stipends Team
- Stony Brook Middle School Principal Search Committee
- Miller Elementary School Principal Search Committee
- Robinson Playground Committee

Finally, the School Committee members served as members on (or liaisons to) several town-wide committees:

- Town and School Safety Task Force

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### SCHOOL COMMITTEE — CONTINUED

- Town Diversity, Equity and Inclusion Committee
- Capital Planning Committee
- Energy Savings Performance Audit Committee
- Town Clerk's Precinct Location Working Group
- WestfordCAT Board
- Pedestrian Safety Committee
- Recreation Center Working Group

#### **Policies and Policy Development**

One of the primary responsibilities of the School Committee is the development of governing policies for the district. These policies help shape the educational direction of Westford Public Schools and provide guidance and guidelines for the curriculum, regulations, and procedures that dictate the day-to-day operations of Westford Public Schools.

The district policies are available for viewing at [westfordk12.us/district/school-committee/pages/policies-current](https://westfordk12.us/district/school-committee/pages/policies-current). The policy webpage also includes instructions for members of the public to comment on existing policies or policies under review by the Committee.

The Policy Subcommittee created the following new policies, which were approved by the School Committee in FY 2022:

- P2114 Clean Energy and Sustainability
- P5327 Unanticipated Bus Route Interruptions
- P5517 Public Health Emergency Health Protocol Authorization
- P6125 Student Services Programs
- P6126 Special Instructional Programs
- P6127 Student Photographs

In addition to developing new policies for Westford Public Schools, the Policy Subcommittee regularly reviews existing policies and updates them to better reflect changes in the law or priorities of the district. The following policies updates were approved by the School Committee in FY 2022:

- P3203 Public Hearing on Budget
- P3502 Procurement
- P5406 Student Voice and Student Advisory Committee
- P5407 Student Representatives to School Committee
- P6110 Graduation Requirements
- P7107 Organizational Meetings
- P7211 School Naming Policy
- P7403 Notification of School Committee Meetings
- P7404 Executive Sessions
- P7405 Agenda Format
- P7406 Rules of Order
- P7408 Voting Procedures

#### **School Committee Meetings**

Meetings of the Westford School Committee are open to the public and are generally held every other Monday evening during the school year, with a 7 p.m. start time. You can find

# **SCHOOLS**

## **WESTFORD PUBLIC SCHOOLS**

### **SCHOOL COMMITTEE — CONTINUED**

a detailed meeting schedule, along with instructions for accessing meeting agendas and meeting packets, at [westfordk12.us/district/school-committee/pages/meetings-minutes](https://westfordk12.us/district/school-committee/pages/meetings-minutes).

#### **School Committee Website and Email Address**

[westfordk12.us/district/school-committee](https://westfordk12.us/district/school-committee)

[school-committee@westfordma.gov](mailto:school-committee@westfordma.gov)

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### SUPERINTENDENT OF SCHOOLS

While still far from normal, the 2021-2022 school year was more familiar in many ways than the previous two years. The COVID-19 pandemic continued to present a serious public health risk, however, as the school year progressed, precautions and expectations were able to shift in response to the changing data.

**Christopher Chew, Ed.D**  
*Superintendent of Schools*

The opening day event for staff allowed each school to gather together in their own building and the entire district was connected to each other via a large Google Meet. Members of the School Committee and district leadership divided themselves among the nine different schools as we “connected” to kick off the start of a new school year. The focus of our opening day centered on asking the question, “What does it mean to belong in Westford Public Schools?” As a district, we recognize that developing a strong sense of belonging for all of our students and staff is a critical component for a healthy, successful school system.

Dr. Kalise Wornum, a dynamic leader in supporting diversity, equity, inclusion and belonging in schools, provided a keynote address, *Understanding Cultural Proficiency*, for the entire staff during the fall professional development day. Additionally, throughout the year, she led professional development on Culturally Proficient Leadership for all of our principals, assistant principals, curriculum coordinators, and central office leadership through six separate workshops.

As we transitioned through the school year, more and more events that were interrupted or significantly altered during the previous year were returned to our schedule. These in-person events allowed our school communities to come together again to celebrate student learning and accomplishments. Most specifically, the graduation ceremony for the Westford Academy class of 2022 was able to take place with great fanfare and maximum participation.

With teamwork, creative thinking, and ongoing communication, we developed a plan to offer tuition-free full-day kindergarten to all Westford Public Schools (WPS) families beginning in the 2022-2023 school year. We are pleased to have achieved this long-time vision using the ESSER III federal grant funds as a starting point and developing a multi-year fiscal plan to wean off these one-time funds. Tuition-free full-day kindergarten will help foster students’ social, emotional, and academic growth in a developmentally appropriate way.

Although the enrollment does change slightly throughout any given school year based on students moving in or out of the district, our official enrollment count is determined by the Department of Elementary and Secondary Education (DESE) in the fall of each year. Westford Public Schools reported the official FY 2022 enrollment number of 4,757 students on October 1, 2021.

Westford Public Schools continues to be rated as one of the very best school systems in Massachusetts. Feedback from families moving into town consistently includes their desire to be able to enroll their children in our wonderful public schools. We are proud of this reputation and recognize that it is the result of the positive relationships our outstanding staff creates to engage all of our students along with the successful partnership and support provided by the town as a whole.

School Department website: [westfordk12.us](https://westfordk12.us)

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### SUPERINTENDENT OF SCHOOLS – CONTINUED

#### Directory

<b>Office of the Superintendent of Schools</b>		<b>978-692-5560</b>
Christopher Chew, Superintendent		X2103
<i>Nina Mangan, Administrative Assistant to the Superintendent</i>		X2102
Kerry Clery, Assistant Superintendent of Curriculum & Instruction		X2105
<i>Sandra Abramo, Administrative Assistant to the Assistant Superintendent</i>		X2104
Patricia Leonhardt, Director of School Finance		X2106
Courtney Moran, Director of Pupil Services		X2112
<i>Zoe Daniels &amp; Jessica Staskiewicz, Administrative Assistants</i>		X2111/2113
Colleen Wallace, Director of Food Services		X2109
<i>Tracy Razzaboni &amp; Kathy Thompson, Administrative Assistants</i>		X2110
Paul Fox, Director of Town & School Facilities		X2435
Jacqueline Studley, Administrative Assistant		X2438
Trudy Iseghohi-Edwards, Human Resource Coordinator (resigned 3/31/2022)		X2108
Jeanne Savoie, Acting Human Resource Director (4/1-6/30/2022)		
Betsy Hall & Veronica Rodriguez, Administrative Assistants		X2138/2142

#### School Building Administrators

James Antonelli <i>Betsy Murphy, Dan Twomey &amp; Bob Ware</i>	Westford Academy <i>Deans</i>	978-692-5570
Richard McElhinney, Interim Principal <i>Joseph Barnas</i>	Stony Brook <i>Interim Assistant Principal</i>	978-692-2708
Tim Hislop <i>Patricia Demins</i>	Blanchard Middle School <i>Assistant Principal</i>	978-692-5582
ChrisLouis Sardella <i>Hilary Sturgis</i>	Norman E. Day School (3-5) <i>Assistant Principal</i>	978-692-5591
Melissa Boylan, Interim Principal <i>Heather Newman</i>	Rita Miller School (K-2) <i>Assistant Principal</i>	978-392-4476
Lori McDermott <i>Nichole Cailler</i>	Abbot School (3-5) <i>Assistant Principal</i>	978-692-5582
Susan DuBois <i>Carolyn Jerzylo</i>	Nabnasset School (K-2) <i>Assistant Principal</i>	978-692-5583
Sharon Kennelly <i>Jennifer Hutchinson</i>	Crisafulli School (3-5) <i>Assistant Principal</i>	978-392-4483
Kevin LaCoste <i>Scott Middlemiss</i>	Robinson School (K-2) <i>Assistant Principal</i>	978-692-5586

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### SUPERINTENDENT OF SCHOOLS – CONTINUED

**Enrollment**  
As of 10/1/2021

	<u>MLN</u>	<u>NAB</u>	<u>ROB</u>	<u>MLR</u>	<u>ABB</u>	<u>DAY</u>	<u>CRIS</u>	<u>STBRK</u>	<u>BMS</u>	<u>WA</u>	<u>TOTAL</u>
<b>Pre-Sch</b>	100										100
<b>K</b>		98	100	85							283
<b>1</b>		127	104	77							308
<b>2</b>		109	98	105							312
<b>3</b>					113	100	118				331
<b>4</b>					125	116	119				360
<b>5</b>					104	99	129				332
<b>6</b>								227	174		401
<b>7</b>								209	184		393
<b>8</b>								196	170		366
<b>9</b>										372	372
<b>10</b>										380	380
<b>11</b>										430	430
<b>12</b>										386	386
<b>UNG</b>										3	3
<b>TOTALS</b>	<b>100</b>	<b>334</b>	<b>302</b>	<b>267</b>	<b>342</b>	<b>315</b>	<b>366</b>	<b>632</b>	<b>528</b>	<b>1571</b>	<b>4757</b>

MLN     Millennium School  
NAB     Nabnasset School  
ROB     Col. John Robinson School  
MLR     Rita Edwards Miller School  
ABB     Abbot School  
DAY     Norman E. Day School  
CRIS     John A. Crisafulli School  
STBRK   Stony Brook Middle School  
BMS     Lloyd G. Blanchard Middle School  
WA      Westford Academy

**SCHOOLS**  
**WESTFORD PUBLIC SCHOOLS**  
**SCHOOL HEALTH SERVICES**

School nurses continued with new challenges during the 2021-22 school year. The role of the school nurse resumed, providing health care and updated COVID information as needed. The number of COVID cases and close contacts were reported weekly to the Massachusetts Department of Elementary and Secondary Education (DESE).

**Joan Mitchell, BS, RN, MEd**  
*Director of School Nurses*

The school nurses conducted yearly vision, hearing, height, and weight screenings. The Screening Brief Intervention and Referral to Treatment (SBIRT) screenings were administered at the 8<sup>th</sup> and 10<sup>th</sup> grade level.

**Health Screenings Conducted**

Vision: 2,540

Hearing: 1,855

BMI (Body Mass Index): 1,213

Oral health with the Health Department: 273

**SBIRT**

SBIRT is a state-mandated screening that promotes prevention and identifies early risk use in adolescents. If a problem is identified, appropriate action takes place as soon as possible. The screenings are conducted by the high school and middle school nurses.

**Westford Academy SBIRT**

Total screened: 338

Unavailable to screen: 41

Opt-out: 2 students, 1 parent

Referrals made: 0

**Middle Schools SBIRT**

Total screened: 338

Opt-out: 1 student, 7 parents

School-based and community collaboration enabled staff and students to be healthy and safe and to return to school.

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# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### STUDENT SUPPORT SERVICES

Westford Public Schools offers a range of student support services. Westford is fortunate to attract dedicated teachers and therapists who continuously strive to improve practices in educating diverse learners.

Courtney L. Moran  
Director of Pupil Services

According to data submitted to the Massachusetts Department of Elementary and Secondary Education’s (DESE) Student Information Management System (SIMS), Westford reported 854 students with disabilities in June 2022. This number of students represents a moment in time, as students are continuously evaluated throughout the year for both eligibility and placement. SIMS data is captured in October, March, and June of each fiscal year. Of the 854 students, 56 were placed in private special education day schools, collaborative classrooms, or residential school placements.

A continuum of services focusing on inclusivity is provided at each grade level. By responsibly including students with peers, academic, behavior, and social development is fostered. Depending on eligibility criteria, students may receive a variety of services, including specialized instruction, behavior management, speech and language therapy, occupational therapy, physical therapy, social skills, specialized vision and hearing training, assistive technology, and adaptive physical education.

During the 2021-22 school year, the Department of Elementary and Secondary Education conducted a Tiered Focus Monitoring (TFM) review. The review focused on compliance in the areas of licensure and professional development, facilities and classrooms, oversight, time and learning, parent and community engagement, and equal access. On February 16, 2022, DESE notified the district that it was found to be in compliance with all criteria reviewed, and no corrective action was required.

Funding Source	Federal/State	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Grant 262	Federal	\$19,437	\$20,262	\$20,473	\$20,692	\$22,228
Grant 274	State			\$26,840		
Grant 240	Federal	\$966,590	\$979,977	\$1,012,066	\$1,012,066	\$1,045,208
Grant 298	State			\$3,230		
Grant 252	Federal				\$244,750	
Grant 264	Federal				\$21,777	

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### GRADES PRE-K-5 ELEMENTARY SCHOOLS

The team worked throughout the summer to safely and successfully plan and welcome back students to fully return to school given the updated COVID-19 guidelines. The buildings were bustling with positive energy and a new sense of community as all students and staff were teaching and learning within each school.

As we transitioned back to full-time in-person learning after COVID, the social and emotional needs of our students were more intense than in previous years. Each elementary school welcomed a shared Adjustment Counselor to work alongside the Guidance staff to address Social Emotional Learning within all grade levels. The addition of the Adjustment Counselor was instrumental in providing classroom lessons, lunch bunches, small group instruction, and one-to-one student support. By having a shared Adjustment Counselor, the students who transition between buildings will have a familiar contact as they move to the next level. We were also fortunate to add a school psychologist at the elementary level, allowing sister schools that share a school psychologist to provide continuity and more opportunities to consult with staff and work directly with students.

The team continued to focus on diversity, equity, and inclusion. The staff participated in a full day of professional development in October devoted to cultural proficiency with a follow-up presentation by Dr. Kalise Warnum. In the afternoon, staff met in discussion groups to process the presentation and debrief about takeaways and steps moving forward as they continued the journey of “Creating a Sense of Belonging” in Westford Public Schools. Along with “Creating a Sense of Belonging” the importance of self-care for staff was infused throughout the professional development days.

Staff celebrated grade 5 students as they prepared to move on to the Blanchard and Stony Brook Middle Schools. The Westford Elementary Parent Teacher Organization (WEPTO) planned a district-wide fifth grade fun day at East Boston Camps and each school celebrated their fifth grade classes with end-of-year ceremonies. The school teams also planned transition activities for grade 2 students moving on to 3-5 sister schools. Principals visited second grade classrooms to provide an overview and answer questions. This was followed by small group tours of their new school as well as presentations for parents.

This year K-5 schools continued to implement the online iReady Math Diagnostic Assessment. Teachers participated in professional development to learn how to use the various reports and data to inform their instruction. iReady is research-based and nationally normed. It is an adaptive assessment that adjusts its questions based on students’ performance. The results provide actionable data that give teachers a foundational understanding of students’ strengths and areas of need, making it easier to determine next steps for instruction. In addition, as staff moves forward next year with its use, students’ progress and growth can be tracked and monitored.

**Lori McDermott**  
*Abbot School Principal*

**Sharon Kennelly**  
*Crisafulli School Principal*

**Chris Louis Sardella**  
*Day School Principal*

**Melissa Boylan**  
*Miller School Principal*

**Susan DuBois**  
*Nabnasset School Principal*

**Kevin LaCoste**  
*Robinson School Principal*

## **SCHOOLS**

### **WESTFORD PUBLIC SCHOOLS**

#### **GRADES PRE-K-5 ELEMENTARY SCHOOLS — CONTINUED**

Kindergarten through fifth grade teachers implemented the new literacy assessment, Next Step in Guided Reading, a tool to assess reading comprehension. The staff utilized a common language district-wide to discuss students' comprehension abilities. The information was used during data meetings to determine the strengths or areas of need in vocabulary, background knowledge, summary, and analysis and evaluation of text. In grades 3-5, the students took two whole-class comprehension assessments during the fall, winter, and spring. This helped to determine who would receive a Reading Assessment Conference to seek more detailed information on the students' comprehension skills. The teacher feedback continues to be positive as the tool has been a valuable resource in determining the areas of strength and need for our students.

In grades K-2, teachers assessed students' listening comprehension through a whole-class assessment three times this year. Teachers used this information to plan read-alouds and discussions. Pre-K, kindergarten, and first grade teachers implemented Heggerty Phonemic Awareness lessons throughout this school year. As a result, we saw tremendous progress in phonemic awareness skills.

The new combined role of assistant principal and student support leader had many advantages. It allowed them to be in one school full-time, make stronger connections with students, staff, and families. This more consistent presence and expertise enhanced the positive school environment for all.

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### GRADES 6-8 MIDDLE SCHOOLS

Westford Public Schools includes two of the top performing middle schools in the state of Massachusetts. Designed to support the unique needs of young adolescents, the Blanchard and Stony Brook Schools provide a rich educational experience to students in grades six, seven, and eight. Consistent with best practices in middle school, students are placed on interdisciplinary teams to create smaller communities where students are well-known by multiple adults. Educator collaboration is at the heart of the Westford middle school model, as teachers meet regularly to plan instruction and team activities to build spirit and community.

**Timothy Hislop**  
*Blanchard Principal*

**Richard McElhinney**  
*Stony Brook Principal*

English language arts, mathematics, science, and social studies instruction is aligned to the Massachusetts Curriculum Frameworks. The academic curriculum is enhanced by a variety of world languages and integrated arts courses that support the whole child. French, German, Latin, and Spanish are offered at all grade levels as well as reading and English language development for English learners. The program of studies also includes health and physical education, visual and performing arts, and S.T.E.M (Science, Technology, Engineering and Mathematics). Opportunities to participate in ensemble groups including band, orchestra, and chorus are also built into the schedule. Supports such as reading and math intervention and academic coaching are available to any individual student in need of additional assistance with academics. During a daily advisory block, students are able to meet with teachers individually and in small groups, access school resources such as the library and counseling department, collaborate on projects, or participate in team activities.

Partnership between school and home is emphasized at both schools. Multiple means of communication are utilized to encourage family engagement in learning. The principals send weekly school newsletters via email. In addition to annual parent conference and curriculum nights, teaching teams and counselors designate time for weekly parent meetings. The Parent Teacher Organizations at Blanchard and Stony Brook are recognized under the Westford Elementary Parent Teacher Organization.

The teachers and administration at the Blanchard and Stony Brook Schools work closely with 6-12 curriculum coordinators to promote consistency in the learning experiences offered to all middle school students in Westford. Collaboration during professional development days as well as monthly faculty and curriculum meetings also focus on common themes of social, emotional, learning, and diversity, equity, and inclusion.

Due to the continuing pandemic, the middle schools offered a combination of virtual and in-person events including open houses, orientation, and parent conferences. The middle schools were able to offer regular athletics and extracurricular activities, and by the end of the school year, students were able to once again go on field trips and attend in-person community celebrations.

#### **Lloyd G. Blanchard Middle School**

The mission of the Lloyd G. Blanchard Middle School is to provide a safe educational environment where the whole child is empowered to achieve academic and personal excellence through a team approach. The Blanchard School Improvement Plan is aligned to this mission and guides efforts to continuously improve teaching and student learning. The

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### GRADES 6-8 MIDDLE SCHOOLS — CONTINUED

goals for the 2021-2022 school year focused on school safety, social-emotional learning, and diversity, equity, and inclusion.

The Blanchard School Advisory Council was co-chaired by principal Tim Hislop and parent representative Lorena Lane. David Lundgren also joined as a new parent member. Beenu Gupta, Danielle Hillenberg, and Jen Lawton served as teacher representatives, and Sandra Habe continued as community member.

A variety of academic and exploratory activities promoted Blanchard's core values of Respect, Opportunity, Cooperation, Kindness, and Service. Student-driven projects benefited local organizations and charities such as the Westford Food Pantry, For the Love of Erika, and the Wish Project. Students also collected donations to benefit citizens of Ukraine. A *World of Difference* peer mentors continued to lead school-wide anti-bias activities and trainings.

In-person extracurricular activities, athletics, and performances returned for 2021-2022. Blanchard Theatre Arts performed *James and the Giant Peach* in the fall and produced *The Walls* in the spring. Twenty-two clubs were offered, including Student Council, Gaming Club, PRIDE Alliance, yoga, yearbook club, and a competitive math team. Band and orchestra and choral students were able to perform in concerts and town events such as the Apple Blossom Festival. Several Blanchard ensemble students were selected to perform at the highly competitive Eastern District Music Festival, and students also represented Blanchard at the All-State Treble Chorus.

The Blanchard Parent Teacher Organization (PTO) coordinated several enrichment programs that supported the curriculum in each grade level. Students enjoyed a visit from author Jack Gantos, Fun with Pyramids and Pharaoh, and an inspirational painting demonstration by Rob Surette to name a few. The PTO also hosted regular teacher appreciation events as well as an Eighth Grade Fun Day in the spring.

Blanchard's sixth annual Middle School Completion and Achievement Ceremony was held in June to celebrate the eighth grade class. Embracing multiple forms of success, the program also featured recognitions for outstanding achievement, effort, leadership, and community involvement.

#### **Stony Brook School**

The 2021-2022 Stony Brook School Improvement Plan goals continued to focus on supporting our response to the impact of the COVID pandemic and our ability to remain open and accessible as a learning community. Our three overarching goals for the Stony Brook School were:

- implementing the safety and security guidelines outlined by the Massachusetts Department of Education and Westford Public Schools
- promoting a school environment characterized by tolerance and respect by expanding opportunities across grade levels to create a more cohesive overall school environment and support the growth of students' and staff cultural competence
- continuing to establish Stony Brook as a trauma-invested learning environment that supports students social and emotional well-being

The Stony Brook School Advisory Council was co-chaired by Richard McElhinney, interim principal, and parent representative Pooja Krishnamurthy. Parent membership also included

## **SCHOOLS**

### **WESTFORD PUBLIC SCHOOLS**

#### **GRADES 6-8 MIDDLE SCHOOLS — CONTINUED**

Thomas Hinkle, Prajakta Kale, Arty Mourtzinis, and Seema Pusalkar. Michele Dulczewski and Mary Larkin served as the teacher representatives. Beverly Doucette served as the Stony Brook community representative.

Stony Brook saw a return to full in-person learning in 2021-22. After several months of online learning over the 2020-2021 school year, students were well equipped to navigate the implementation of the one-to-one program. All students received a personal Chromebook to augment their learning. All students had access to assistive technology, apps, and other education supports in their individual classroom through this personal use program.

The Stony Brook PTO continued its traditional overwhelming support of our students and staff throughout the school year. Through its efforts, funds were raised to support the continuation of our Academic Enrichment Program (AEP) programming. New this year, the PTO encouraged teachers and other staff to apply to its grant program. Several initiative and educational items were supported through this new program. Additionally, the PTO recognized the incredible work of our faculty and staff by sponsoring several opportunities to celebrate the entire staff with food and thematic well wishes. Finally, for the second year, it sponsored an 8th grade beach party end-of-the-year celebration.

There was a return to our traditional 8th Grade Award ceremony. We gathered our 8th graders and staff in our auditorium to celebrate their amazing accomplishments over this past year. WestfordCAT was able to provide access to families to watch live and share with extended families near and far. The celebration included awards presented by staff to students being recognized for individual academic achievements and for their positive contributions to our school climate by consistently exemplifying the Stony Brook core values of Perseverance, Respect, Inclusivity, Dedication, and Empathy (P.R.I.D.E.). Additionally, 86 students were recognized as receiving a Gold Presidential Academic Award for maintaining high honors throughout the year, and 57 students received the Silver Presidential Academic Award for maintaining at least honors for all three terms. With 143 of the eighth graders maintaining honors-level grades throughout their last year of middle school, it speaks well for their work ethic and perseverance and is consistent with the high performance Stony Brook students have achieved on state assessments and district benchmarks.

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### GRADES 9-12 WESTFORD ACADEMY

English language arts, mathematics, science, and social studies instruction is aligned to the Massachusetts Curriculum Frameworks. The academic curriculum is enhanced by a variety of world languages and integrated arts courses that support the whole child. French, German, Latin, Mandarin, and Spanish are offered at all grade levels as well as reading and English language.

**James Antonelli**  
*Principal*

This school year started off very similarly to how the previous year had ended. The pandemic was still impacting our day-to-day operations as of August 2021. The COVID-19 outbreak, which began in March 2020, was still impacting our lives. The mask mandate, issued by the Massachusetts Department of Education, was still in place for schools and supported by our local officials. The positive was that students could be in school full-time. We no longer needed to allow either Pod A or Pod B students to come to Westford Academy. All students were welcome every day if they chose to take advantage of the teaching and learning that was being offered. The mask mandates were lifted in the spring of 2022 once the COVID numbers continued to decline. When the mask mandate was lifted after more than two years of the pandemic, it was well-received by most in the school community.

Westford Academy was recognized again by the *U.S. News and World Report* as one of the top high schools in Massachusetts. Our high school continues to boast excellent scores on the Massachusetts Comprehensive Assessment System (MCAS) and the Advanced Placement Exams, which continue to support our excellent school status. In addition to high assessment scores, Westford Academy graduated 100% of its students in 2021, with 86% going on to four-year colleges or universities and 8% going on to two-year colleges or universities. Students who chose not to take the college track either enlisted in the military or pursued employment opportunities or a gap year.

Westford Academy's students, faculty, and parent community continued the journey to support the social and emotional needs of students at the high school. The pressures from everyday life continue to cause major levels of stress and anxiety for our students. Principals at every level have noticed this increased anxiety and are taking steps to address this epidemic. Pressures regarding college acceptance are becoming more prevalent, and the competition to be better than the next student is daunting. As a faculty and staff we are looking at a variety of factors that impact a student's life and try to implement changes that can reduce stress while still building resiliency. Our professional development continues to focus on the social and emotional needs of our students, and we have taken action to begin educating our parents about what it means to have a "well-balanced child." This work will continue for years to come as we continue to see mounting pressures on students and families in the community of Westford.

In addition to the professional development focused on the emotional needs of students at the high school, we continued our efforts in the area of diversity, equity, and inclusion (DEI). We hosted a student panel for our student body composed of a variety of students from different backgrounds, which was well received. We created a DEI Cabinet with administrators and faculty members taking part in monthly meetings. In addition, we worked on a new school mascot by removing the word "Grey" from the Westford Academy "Grey Ghosts" because of its possible connection to a confederate soldier. A new mascot

## **SCHOOLS**

### **WESTFORD PUBLIC SCHOOLS**

#### **GRADES 9-12 WESTFORD ACADEMY — CONTINUED**

is being designed, with eight finalists in consideration for the new mascot image. The hope is that by October 2022 the new school mascot image will be in place for us to celebrate.

Thankfully we were able to host the usual Senior Capstone Program experience this year. Our two advisors, Susan Lynch and Heidi Hider, did a fantastic job creating a terrific experience for our seniors. Approximately 400 seniors took on the Senior Capstone Program experience while about 10 other seniors participated in an in-house project. The experience was well received and appreciated by the seniors. Thank you to all of the advisors and the businesses and companies that invited a senior to be part of their organization.

The Westford Academy Trustees continue to support graduating seniors by providing over \$120,000 in scholarships each spring. In addition to these scholarships, the Trustees provide books for our National Honor Society graduating seniors, Academic Excellence awards at graduation, and class Most Worthy Representative Awards. We thank the Westford Academy Trustees for their continued support of Westford Academy.

Graduation took place on Friday, June 1, 2022. It was a perfect evening for a wonderful event. A little cool and overcast made for a smooth outside event. At graduation 441 seniors received their diplomas, and there was a crowd of over 3,500 spectators. Graduates and families were thrilled that guests were allowed to attend and it ended up being a wonderful celebration for a class that had to persevere through the pandemic. The Class of 2022 held their heads high and enjoyed a heartfelt ceremony. We are all very proud of this class for having stayed the course and for never giving up!

#### **Tejas Kudva – Valedictorian**

School Counselor Brian Doherty said the following about Tejas. “As valedictorian at Westford Academy, Tejas Kudva has been committed to his studies since day one. Upon graduation from Westford Academy, Tejas plans to major in something STEM-related and although he has not made a final decision on his attending college, he has been accepted to the University of Michigan, University of Virginia, and University of Massachusetts-Amherst (Commonwealth/Honors College). Tejas is an emerging scholar and will surely have an impact on whatever professional endeavor he pursues. Tejas is also a Finalist for the National Merit Scholarship Program.

“Outside the classroom, Tejas has been a leader and integral part of our athletic programs, most notably (for the past four years) a member of the Boys Soccer team, playing varsity and being named captain his senior year. In addition, for the past two years, a starter on our Varsity Volleyball team. With an eye towards a possible medical career, Tejas has volunteered for the past three years at Lahey Hospital in Burlington, MA in their Cardiac (Cath) lab.

“We wish Tejas success wherever he lands next year. We know the college or university will benefit from his presence.”

#### **April Collamore-Salutatorian**

School Counselor Karen Halloran said the following about April. “As salutatorian, April Collamore is a truly self-motivated, kind, grateful, humble, and a positive young woman. April understands that just being kind and friendly to someone can have a positive impact on their day. She readily accepts academic challenges, seeks to achieve true comprehension



# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### GRADES 9-12 WESTFORD ACADEMY — CONTINUED

of a topic, and loves working in a science lab. April is a National Merit Commended Student, earned the Tufts Book Award for being an outstanding contributor in our school and community.

“Outside the classroom, April enjoys playing softball for the Northeast Hurricanes, an elite club softball team. As co-captain of Westford Academy’s Varsity softball team, she has fostered her growth as a leader, motivates others, maintains optimism, and leads by example. She also balances a part-time job and plays the viola with the Troubadours, our orchestra club.

“We wish April success and happiness at Cornell University where she plans to study biomedical engineering.”

#### **Most Worthy Representatives 2021-2022**

Freshman Class of 2025: Som Lunavat and Nathan Pitts

Sophomore Class of 2024: Saisrunushvini Bhagavathula and Carter Scanlan

Junior Class of 2023: Roman Munichello and Alanna Saunders

Senior Class of 2022: Vivian Aeder and Emily Carey

#### **Trustee Senior Excellence Awards**

English: Daniel Hu

Social Studies: Daniel Hu

Mathematics: Kathir Meyyappan

Computer Science: Kriston Theng

Science: Kathir Meyyappan

Engineering: Zachary Freyman

French: Brigitte McPartland

German: Grace Wieselquist

Latin: Tejas Kudva

Mandarin: Jordan Kohen

Spanish: Rianna Bottger

Visual Art: Eva Dolan

Music: Adharsha Ramesh

Theater Arts: Alexander Ross

Business Education: Stephen Wojcik

Physical Education: Kiani Barnard-Pratt

Health Education: Olivia Davies

In closing, the Westford Academy school community was excited to be back in the school building where teaching and learning could take place without the use of Google Meet, Zoom, or other virtual sites. The students appreciated having their teachers in front of them and in person, even though students and staff were expected to wear masks until the early spring. Overall, we believe that the school year 2021-2022 was very positive, thus providing our students with a solid educational experience. We are all looking forward to the school year 2022-2023, which we hope will be back to normal and free from COVID.

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### GRADES 9-12 WESTFORD ACADEMY — CLASS OF 2022

Tess Acabbo	Myles Braverman	Isabel Doherty
Vivian Aeder	Reid Brock	Eva Dolan
Nicole Aguiar-Duarte	Dhrut Buch	Kyle Doney
Bradley Aime	Ashlyn Butler	Kendall Donovan
Ankita Akanksha	Claire Cady	Matthew Dougherty
Daniel Alexander	Maura Cappadona	Lyndsay Duato
Peter Alexander	Stefanie Caraccioli	Elizabeth Durgin
Safwan Ali	Emily Carey	Jack Durkin
Nicholas Allegretto	Kayley Carignan	Melanie Duronio
Tamar Almasian	Caleb Carpenter	Colton Dymont
Ryan Alonardo	Grace Carroll	Griffin Eddy
Nicholas Amato	Emalee Cassidy	Jane Edison
Annika An	Lauren Chaffiotte	Kathleen Edison
Sindhu Anandaraj	Madison Chaisson	Jamie Evans-Garcia
Nicholas Anderson	Shruti Challa	Ethan Ewing
Nikita Ang	Abigail Chambers	Isabella Faretra
Azkah Anjum	Sakthiabinav Chandramohan	Davina Finney
Adrian Antohi	Stephanie Chang	Erin Fraser
Nicole Arakelian	Jesslyn Cherian	Megan Frazee
Aiden Armstrong	Anthony Chiappetta	Zachary Freyman
Jai Krishnan Arun Rajhesh	Julia Chiasson	Spencer Froner
Owen Atkins	Eleanor Cioffi	Michael Furey
Jake Aylward	Samuel Cioffi	Anthony Furia
Madison Bagby	April Collamore	Gianna Furia
Tyler Baker	Jonathan Colley	Michael Gallant
Alpana Bakshi	Kaitlin Cooper	Evan Galli
Alyssa Baltayan	Carson Cormier	Keertana Gangireddy
Kiani Barnard-Pratt	Jonah Coulter	Joseph Gault
Katherine Barnes	Molly Crawford	Abigail Gibson
Leah Beliveau	Lydia Cripanuk	Hayden Gilmor-Flint
Joseph Bella	Peter Crosby	Emma Glynn
Jaclyn Berk	Julia Cunniffe	Diya Godavarti
Mateo Berman-Sample	Daniel Cutbill	Victoria Goldstein
Alette Bernier	Mikael Daluz	Alycia Gopen
Jenna Bisso	Kaylah Dantin	Jack Gould
Mark Blanc	Carly Davey	Jennifer Graffeo
Andrew Bonczek	Olivia Davies	Andrew Green
Benjamin Borselli	Logan Davighi	Emma Green
Julia Botros	Hunter Dawson	Michael Greene
Rianna Bottger	Owen de Mars	Samantha Greene
Anthony Bourassa	Allison Dealy	Alexandre Guay
Sarah Bourdeau	James Decelles	Mathieu Guay
Nathan Bourget	Tatum Delany	Arinder Gudavalli
Julia Bourque	Jason Dhawan	Alyssa Guglielmo
Caleb Bowden	Andrew DiBiasio	Sydney Harding
Jason Brake	Damien DiGiovine	Gautam Harindranath
William Bramanti	Joseph DiPietro	Erinne Hau

# SCHOOLS

## WESTFORD PUBLIC SCHOOLS

### GRADES 9-12 WESTFORD ACADEMY — CLASS OF 2022 — CONTINUED

Ethan Hausman  
 Prajwal Hegde  
 Samuel Heil  
 Paige Henriksen  
 Bode Hester  
 Daniel Hickey  
 Daniel Himelfarb  
 Annika Hoag  
 Colin Hoar  
 Jacob Holahan  
 Ethan Hoyt  
 Daniel Hu  
 Abigail Hughes  
 Brendan Hughes  
 Rachel Hughes  
 Evan Iria  
 Manasvi Iyengar  
 Kavya Iyer  
 Ryan Jacobsmeier  
 Neha Janardhan  
 Megan Johnson  
 Alexander Joos  
 Cole Jorgensen  
 Richa Juvekar  
 Sreenidhi Kamal  
 Ragini Kannan  
 Sahar Kapasi  
 Harleen Kaur  
 Jillian Kay  
 Nitish Kaza  
 Eric Kebbe  
 Hannah Keefe  
 Riana Kelley  
 Mohammad Khan  
 Xenia Khusid  
 Mina Kiefer  
 Anna Kifor  
 Evan Kifor  
 Sarah Killpartrick  
 Trevor King  
 Cole Kirby  
 Amit Kirtania  
 Samuel Kleanthous  
 Daniel Knapp  
 Jordan Kohen  
 Tom Kohen  
 Shraddha Kolipara

Jordan Krauss  
 Lucas Krikorian  
 Shreya Krishnan  
 Tejas Kudva  
 Diya Kumar  
 Emma LaFond  
 Andrew Lamprey  
 Declan Langenfeld  
 Emily Lardizabal  
 Bryce Latham  
 Adam Lemieux  
 Mario Liguori  
 Yiyang Liu  
 Marissa Lucente  
 Michael Lucente  
 Nathan Lux  
 Caroline Lynch  
 Aliviah MacCormack  
 Hannah Macey  
 Isha Macha  
 Ryan MacKenzie  
 Dominic Marshall  
 Amari Martinez  
 Neev Maru  
 Anne Marie Mattila  
 Isaac Mburu  
 Ryan McCarthy  
 Matthew McDonald  
 Michael McDonald  
 Peter McGinn  
 Allison McIntosh  
 Christine McKay  
 Thomas McKenna  
 Nicole McKinnon  
 Brigitte McPartland  
 Caitlin Metivier  
 Kathir Meyyappan  
 Noah Michaud  
 Shorya Miglani  
 Rishaad Mollah  
 Conor Moncreaff  
 Joshua Moore  
 Olivia Mordach  
 Suyash More  
 Ethan Morey  
 Brennan Moses  
 Ava Movsessian

Malcom Mujuzi  
 Tadhg Murray  
 Marguerite Mustoe  
 Rishabh Nair  
 Sara Nakashian-Holsberg  
 Shreya Navuduri  
 Liam Neary  
 Andrea Njorogeh  
 John Nordhougen  
 Charles Norton  
 Emma O'Regan  
 Dylan O'Toole  
 Chisom Ojukwe  
 Chika Orakwue  
 Cameron Ormsby  
 Neha Ozarkar  
 Aaditi Padhi  
 Pia Pai  
 Saniya Palia  
 Riya Paluri  
 Griffin Parker  
 Derek Parr  
 Mahi Patel  
 Sheil Patel  
 Anushka Patil  
 Lucas Pender  
 Marley Perez-Adler  
 Angelica Perruzzi  
 James Petersen  
 Benjamin Philpot  
 Aidan Pian  
 Malena Piana  
 Avery Piazza  
 Shannon Pigott  
 Sydney Popelka  
 Christopher Porter  
 Grace Post  
 Amanda Power  
 Jacob Power  
 Saipranav Prasath  
 Alexandria Pratt  
 Julia Price  
 Victoria Princi  
 Daniel Proos  
 Adam Quinlan  
 Luca Ragozzino  
 Shobha Raguraman

## SCHOOLS

### WESTFORD PUBLIC SCHOOLS

#### GRADES 9-12 WESTFORD ACADEMY — CLASS OF 2022 — CONTINUED

Jelena Rainovic	Kate Sorat	Rama Rao Vencharla
Srinithi Raj	Trevor Sseremba	Aditya Venkat
Meenakshi Rajesh	Julianna St Paul	Keshav Verma
Ayush Rajeshwar	Alexandra St. Sauveur	Paige Veseskis
Suryaa Rajinikanth	Ava Stackhouse	Arielle Villandry
Adharsha Ramesh	Aidan Stafford	Rohun Voruganti
Donald Ramsay	Cole Stickel	Emilie Walsh
Imtisal Rasheed	William Stodden	Anna Wang
Shivam Ratnani	Kayla Story	Dailin Wang
Ryan Ratte	Evan Stowell	Jessie Wang
Ivan Ren	Kristen Su	Thomas Warren
Hannah Richards	Eric Sun	Carley Watson
Garin Robbins	Kassy Sun	Jonathan Weinberg
Alexander Ross	Dylan Surette	Nicholas Welch
Michael Ross	Alena Svoboda	Lauren Whelan
Alyssa Russo	Joshua Swaida	Grace Wieselquist
Gabriella Russo	Jay Talwalkar	Lauren Wilsack
Alexandra Ryan	Raj Taylor	Michael Witkum
Michael Sacco	Riya Thapar	Sarah Wizst
Hans Sakala	Nithish Thatchinamoorthy	Stephen Wojcik
Megan Sawyer	Kriston Theng	Jack Wooldridge
Alison Schmidt	Alex Therrien	Nathaniel Xie
Olivia Searl	Hannah Thomas	Lisa Xu
Urvi Sehgal	Sarah Thompson	Nathan Xu
Veer Shah	Kenna Tighe	Stephanie Xu
Bhavishya Sharma	Matthew Tricca	William Xu
Jake Shaw	Nora Tripp	Franklin Yang
Brennan Shea	Samay Trivedi	Rachael Yang
Mihika Shinde	Riley Tsechrintzis	Robert Yao
Jack Sielian	Sam Um	Cody Yee
Jared Simas	Elle Underhill	Matthew Zegowitz
Aarush Singh	Joseline Urizandi-Enriquez	Lina Zeng
Sophia Sloan	Matthew Valcourt	Andrew Zhang
Alexandria Smith	Nicholas Valcourt	Fuming Zhang
Grace Smith	Austin VanNortrick	Samuel Zhu
Morgan Smith	Tanya Vasireddy	Sara Zukowsky
Ryan Smith	Heather Vaughan	
Nived Soman	Anneka Vayaal	

# SENIOR LOW-INCOME DISABLED TAX RELIEF COMMITTEE (SLIDTR)

The Senior Low-Income Disabled Tax Relief Committee’s charge was to examine possible personal and property tax relief exemptions for seniors, disabled, and low-income citizens. Two pieces of special legislation were drafted by the Committee. They went through several evolutions of review, were changed to incorporate input for all interested parties, sent to the legislature, and finally adopted.

**Thomas Spuhler**  
*Chair*

**Annette Cerullo**  
*Vice-Chair*

**Christine Collins**  
**Paul Fassbender**  
**Heather FitzPatrick**  
**Dan O’Donnell**

## Property Tax Exemption for Low-Income Disabled Residents

The exemption approved by Town Meeting on March 14, 2018 was approved by the state legislature and signed into law by the governor on November 8, 2018, as [House Bill 4660](#) – An Act Relative to a Real Property Exemption for Disabled Persons in the Town of Westford.

## Property Tax Exemption for Low-Income Senior Residents

FY 2022 was the first year for the Senior Means Tested Exemption in Westford. The Assessor’s office worked to make the process as streamlined and understandable as possible.

- The SLIDTR Committee presented a draft of the special legislation to the Select Board for approval.
- The Select Board approved a limited three-year test of the program to gain experience before making a long-term commitment to the plan.
- Town Meeting approved the special legislation on March 23, 2019 and it was submitted to the legislature for approval as H.2392 – An Act Authorizing the Town of Westford to Establish a Means Tested Senior Citizen Property Tax Exemption.
- Governor Charlie Baker signed [House Bill 4469](#) on January 15, 2021 and the Town of Westford accepted the special legislation as a ballot question on May 4, 2021.

There is a provision within the Means Tested Exemption legislation that requires the town to take action to continue to offer this exemption after three years. The “sunset clause” allows the town to evaluate the success of the program and make changes to it before accepting it permanently.

See the Board of Assessors report for program statistics and information.

Applications for all exemption programs are handled in the Assessor’s office. To inquire or apply, please contact the Assessor’s office at 978-692-5504.

# TAX COLLECTOR-TREASURER

## Tax Collection Information

The current year collection rate is 99%. Uncollected balances are pursued through tax liens and eventual foreclosure through land court. Eight properties are being processed for foreclosure in land court right now. On June 30, 2022, we had 22 tax deferrals totaling \$563,565 and 44 tax titles totaling \$705,548.

**Christine Collins**  
*Tax Collector-Treasurer*

## Please Help Us Go Green!

The Tax Collector-Treasurer’s office is using City Hall Systems for our online bill pay provider. Users who set up an account with City Hall gain access to emailed delivery of their tax bills. This is also known as E-billing. Printing and mailing tax bills costs over \$25,000 per year! If your mortgage company pays your tax bill, won’t you consider E-billing? You can help us GO GREEN by signing up today at [epay.cityhallsystems.com/selection](http://epay.cityhallsystems.com/selection).

Tax bills can be looked up on the town’s website, [westfordma.gov/189](http://westfordma.gov/189).

The Tax Collector-Treasurer’s office has three full-time staff members and one part-time person: Christine Collins, Town Collector-Treasurer; Patricia Studer, Assistant Treasurer; Sheila Finegan, Assistant Tax Collector; and Jessica Clinton, Senior Assistant.

Phone number: 978-692-5506

Email: [ccollins@westfordma.gov](mailto:ccollins@westfordma.gov)

Hours: 8 a.m. to 4 p.m. Monday through Friday

## Debt Information

Westford’s debt payments come from several sources: Community Preservation funds, Water and Stormwater Enterprise funds, General Fund appropriation, and debt exclusions. Debt exclusions accounted for \$2.99 million raised and contributed to .548¢ on the tax rate in FY 2022.

We issued bonds in FY 2022 for the following projects:

- \$1,353,259 Abbot School roof
- \$2,471,398 Prospect Hill water tank
- \$445,000 roadway improvements
- \$777,400 fire truck
- \$1,239,000 Westford Academy amenities building
- \$1,237,000 Kirsir Circle water mains

Note: Amounts borrowed reflect the actual principal repayment required for each project after considering any premiums received at closing.

There were Bond Anticipation Notes outstanding on June 30, 2022 for the following projects:

Description	Amount Outstanding	Project Status
Access Controls Schools	\$567,000	Started
Town Farm Road Water Tank	\$1,188,000	Started
Oak Hill, Plain, & Moore Rd	\$3,960,000	Started
Pond Brook Culvert Repairs	\$300,000	Started

**TAX COLLECTOR-TREASURER**—CONTINUED

The June 2022 Annual Town Meeting authorized borrowing for the following projects:

<b>Project Description</b>	<b>Amount Authorized</b>	<b>Funding Source</b>
Public Safety Digital Radios	\$1,040,000	General Fund
Plain Road Sidewalks	\$670,000	General Fund
Culvert Replacement	\$500,000	Stormwater Enterprise
Senior Center HVAC	\$1,100,000	General Fund

Please see the following pages for collection information, debt service payment detail, and loan balance summary information.

## TAX COLLECTOR-TREASURER — CONTINUED

YEAR	7/1/21	+	-	+	-	Deferred & Tax Title		6/30/22
	Balance	Commit- ments	Abatements	Refunds	Collections		Adj*	Balance
<b>REAL ESTATE</b>								
2022	-	86,292,143	(290,413)	436,488	(85,340,652)	(232,890)	(931)	863,745
2021	792,735		(2,137)	151,387	(828,089)	(65,804)		48,091
2020	157,193		(2,159)	6,145	(134,909)	(17,308)		8,962
2019	8,296							8,296
2018	7,162							7,162
2017	7,441							7,441
2016	6,536							6,536
2015	1,209							1,209
<b>TOTAL</b>	<b>980,573</b>	<b>-</b>	<b>(4,296)</b>	<b>157,532</b>	<b>(962,998)</b>	<b>(83,112)</b>	<b>-</b>	<b>87,698</b>
<b>EXCISE</b>								
2022	-	3,577,983	(54,348)	16,333	(3,172,905)		12	367,074
2021	408,416	378,361	(43,394)	30,595	(710,749)		(3)	63,226
2020	49,600	834	(3,131)	3,048	(33,077)			17,274
2019	15,469		(7,541)	7,541	(4,400)			11,068
2018	13,486		(84)		(1,246)			12,156
2017	8,463		(31)		(811)			7,620
2016	4,434		(10)		(128)			4,296
2015	7,567							7,567
2014	6,382				(31)			6,351
Prior	10,840							10,840
<b>TOTAL</b>	<b>524,656</b>	<b>379,195</b>	<b>(54,192)</b>	<b>41,184</b>	<b>(750,443)</b>	<b>-</b>	<b>(3)</b>	<b>140,397</b>
<b>PERSONAL PROPERTY</b>								
2022	-	1,827,819	(1,676)	3,494	(1,802,090)		(3,120)	24,426
2021	44,309				(14,305)		(2)	30,002
2020	17,881				(176)			17,705
2019	12,037		(119)	17	(328)			11,606
2018	10,448				(294)			10,154
2017	8,956				(177)			8,780
2016	2,950				(177)			2,772
Prior	1,416							1,416
<b>TOTAL</b>	<b>97,997</b>	<b>-</b>	<b>(119)</b>	<b>17</b>	<b>(15,459)</b>	<b>-</b>	<b>(2)</b>	<b>82,434</b>
<b>COMMUNITY PRESERVATION ACT</b>								
2022	-							-
2021	28,604		(167)	250	(26,028)	(1,445)		1,214
2020	4,422		(284)	61	(3,438)	(559)		202
2019	181							181
2018	148							148
2015-2017	313							313
<b>TOTAL</b>	<b>33,668</b>	<b>-</b>	<b>(451)</b>	<b>311</b>	<b>(29,466)</b>	<b>(2,004)</b>	<b>-</b>	<b>2,058</b>

\*Adjustments = parcel corrections made before actual tax file is generated & small write-offs.



## TAX COLLECTOR-TREASURER — CONTINUED

Long Term Debt Inside the Debt Limit	Outstanding 7/1/21	+ New Debt Issued	-Retirements	= Outstanding 6/30/22	Interest Paid in FY2022
Buildings	21,225,000	0	1,405,000	19,820,000	651,800
Departmental Equipment	670,000	699,000	160,000	1,209,000	25,250
School Buildings	6,205,000	0	3,015,000	3,190,000	272,600
School-All Other		0		-	
Sewer	365,000	0	50,000	315,000	16,450
Solid Waste	0			-	
Other Inside	6,278,000	1,684,000	551,000	7,411,000	248,793
SUB-TOTAL Inside	34,743,000	2,383,000	5,181,000	31,945,000	1,214,893

Long Term Debt Outside the Debt Limit	Outstanding 7/1/21	+ New Debt Issued	-Retirements	= Outstanding 6/30/22	Interest Paid in FY2022
Airport	0			-	
Gas/Electric Utility	0			-	
Hospital	0			-	
School Buildings	1,975,000	1,245,800	130,000	3,090,800	66,522
Sewer	0			-	
Solid Waste	0			-	
Water	6,000,003	3,516,200	1,109,690	8,406,514	162,537
Other Outside	0	0	0	-	0
SUB-TOTAL Outside	7,975,003	4,762,000	1,239,690	11,497,314	229,059
TOTAL Long Term Debt	42,718,003	7,145,000	6,420,690	43,442,314	1,443,952

## TAX COLLECTOR-TREASURER—CONTINUED

Short Term Debt	Outstanding 7/1/21	+ Issued	-Retired	= Outstanding 6/30/22	Interest Paid in FY2022
RANs - Revenue Anticipation				-	
BANs - Bond Anticipation:					
Buildings	0	0		-	
School Buildings	2,912,800	567,400	2,912,800	567,400	43,267
Sewer/Stormwater	0	300,000	0	300,000	
Water	5,496,200	1,188,000	5,496,200	1,188,000	82,132
Other BANs	4,455,000	3,960,000	4,455,000	3,960,000	66,825
SANs-State Grant Anticipation	0			-	
FANs-Federal Gr. Anticipation	0			-	
Other Short Term Debt	0			-	
TOTAL Short Term Debt	12,864,000	6,015,400	12,864,000	6,015,400	192,224
GRAND TOTAL All Debt	49,149,003	13,160,400	19,284,690	49,457,714	1,636,176

## TAX COLLECTOR-TREASURER—CONTINUED

Authorized and Unissued Debt					
Purpose	Date of Vote	Article Number	Amount Authorized	-Issued -Retired -Rescinded	= Unissued 6/30/22
School Remodeling	Mar. 22, 2014	11	4,101,750	3,200,000	901,750
Center Fire Station	Mar. 28, 2015	8	11,772,200	11,765,902	6,298
Roudenbush Rehab	Mar. 24, 2017	9	7,012,612	7,012,612	0
Abbot School Roof	Mar. 24, 2018	10	3,016,442	2,330,000	686,442
Vine Brook Water System	Mar. 24, 2018	12	1,820,000	1,500,000	320,000
Kirsi Circle	June 20, 2020	3	1,830,000	1,700,000	130,000
Access Controls-School Bldgs	June 20, 2020	3	570,000	570,000	0
Radios-School Bldgs	June 20, 2020	3	110,000	-	110,000
Oak Hill/Plain/Moore Rd. Improvements	Oct. 18, 2020	6	8,160,000	4,000,000	4,160,000
Westford Academy Amenities Bldg	Oct. 18, 2020	5	1,344,152	1,344,152	0
Carlisle Road Sidewalk	Oct. 18, 2020	6	440,000	-	440,000
Fire Truck	June 12, 2021	4	777,423	777,400	23
Pond Brook Culvert Replacement	June 12, 2021	4	500,000	300,000	200,000
Pine Grove Cemetery Enlargement	June 12, 2021	5	128,000		128,000
35 Town Farm Sr. Aff Housing	June 12, 2021	6	1,000,000	-	1,000,000
Public Safety Digital Radios	June 11, 2022	5	1,040,000	-	1,040,000
Plain Road Sidewalks	June 11, 2022	5	670,000	-	670,000
Culvert Replacements	June 11, 2022	5	500,000	-	500,000
Senior Center HVAC	June 11, 2022	6	1,100,000	-	1,100,000
TOTAL Authorized and Unissued Debt					11,392,513

## TAX COLLECTOR-TREASURER — CONTINUED

Long Term Debt Inside the Debt Limit Report by Issuance	Outstanding July 1, 2021	+New Debt Issued	- Retirements	= Outstanding June 30, 2022	Interest Paid in FY2022
Abbot Boiler #1	10,000	0	10,000	-	200
Abbot Elevator	90,000	0	45,000	45,000	1,800
Adams Land Lowell Rd	3,680,000	0	205,000	3,475,000	131,913
Dispatch Center	810,000	0	55,000	755,000	17,825
Dump Truck	55,000	0	20,000	35,000	1,100
Elementary School Construction	3,045,000	0	1,490,000	1,555,000	137,025
Fire Truck	0	699,000	0	699,000	0
Fire Truck	160,000	0	55,000	105,000	3,200
Fire Truck Eng #4	435,000	0	65,000	370,000	20,550
Fletcher Fire Station #1	9,400,000	0	310,000	9,090,000	280,000
Fletcher Fire Station #2	755,000	0	45,000	710,000	25,650
Highway Garage Refunding	1,040,000	0	465,000	575,000	20,800
Main St. Reconstruction	1,515,000	0	190,000	1,325,000	68,250
Middle School Construction	2,895,000	0	1,415,000	1,480,000	130,275
Plain Rd. Sidewalk	400,000	0	50,000	350,000	18,000
Police Base Radio	20,000	0	20,000	-	400
Roadway Bond #1	605,000	0	80,000	525,000	27,250
Roadway Bond #2	0	445,000	0	445,000	0
Roudenbush Bldg Renov CPC	5,890,500	0	198,000	5,692,500	188,348
Roudenbush Bldg Renov GF	654,500	0	22,000	632,500	20,928
Senior Center Refunding	1,740,000	0	195,000	1,545,000	57,100
Town Hall CPC Share-Refunding	402,050	0	49,450	352,600	17,695
Town Hall GF Share-Refunding	532,950	0	65,550	467,400	23,456
Stepinski Land Refunding	78,000	0	26,000	52,000	3,380
WA Amenities Building	0	1,239,000	0	1,239,000	0
WA Bleachers	165,000	0	55,000	110,000	3,300
WA Waste Water Upgrade	365,000	0	50,000	315,000	16,450
TOTAL	34,743,000	2,383,000	5,181,000	31,945,000	1,214,893

## TAX COLLECTOR-TREASURER — CONTINUED

Long Term Debt Outside the Debt Limit Report by Issuance	Outstanding July 1, 2021	+ New Debt Issued	-Retirements	=Outstanding June 30, 2022	Interest Paid in FY2022
Abbot School Roof	0	1,245,800	0	1,245,800	17,535
Contract 1 Water Share	40,316	0	3,679	36,637	770
Contract 1 Gen Fund Share	422,095	0	38,518	383,576	8,057
Contract 2 Water	571,450	0	52,148	519,302	10,908
Filtration Plant 2	1,515,000	0	750,000	765,000	12,188
Rte 40 Water Main Revised	124,143	0	11,344	112,799	2,369
Water Sys Imprv Art 21 3/12	355,000	0	25,000	330,000	9,225
Water Sys Imprv Art 7 10/11	980,000	0	70,000	910,000	25,438
Day & Robinson School Windows	1,600,000	0	100,000	1,500,000	35,200
Day & Robinson School Windows	375,000		30,000	345,000	13,788
Graniteville Rd. Water	320,000	0	20,000	300,000	7,040
Pleasant St. Water	400,000	0	25,000	375,000	8,800
Byrne Ave Refunding	72,000	0	24,000	48,000	3,120
Groton & Dunstable Rd Water Main	405,000	0	35,000	370,000	14,888
Kirsi Circle Water Mains	0	1,237,000	0	1,237,000	0
Prospect Hill Water Tank	0	2,279,200	0	2,279,200	31,836
Vine Brook Water Extension	795,000	0	55,000	740,000	27,900
Total	7,975,003	4,762,000	1,239,690	11,497,314	229,059

Short Term Debt Report by Issuance	Outstanding July 1, 2021	+ Issued	-Retired	= Outstanding June 30, 2022	Interest Paid in FY2022
Abbot School Roof	1,355,400	0	1,355,400	0	16,943
Access Controls School Bldgs	567,400	567,400	567,400	567,400	11,474
School (WA) Amenities Bldg	990,000		990,000	0	14,850
Town Farm Rd Water Tank	1,188,000	1,188,000	1,188,000	1,188,000	17,820
Kirsi Circle Water Mains	1,689,200		1,689,200	0	31,574
Prospect Hill Water Tank	2,619,000		2,619,000	0	32,738
Roadway Improvements	495,000		495,000	0	7,425
Oak Hill/Plain/Moore Rd	3,960,000	3,960,000	3,960,000	3,960,000	59,400
Pond Brook Culvert Replacement	0	300,000	0	300,000	0
TOTAL	12,864,000	6,015,400	12,864,000	6,015,400	192,223

# TAX POSSESSION SALE COMMITTEE

Tax Possession Sale Committee (TPSC) members at the end of FY 2022 were Donald Costley, David Earl, William Harman, Apparao Karri, and Rose O'Donnell.

Ryan Donovan resigned from the Committee during FY 2022.

The TPSC suspended regularly scheduled meetings as of January 30, 2018 until such time as meetings are required. The TPSC held one meeting, on April 21, 2022, during FY 2022.

The role of the Tax Possession Sale Committee is to provide care, custody, and control of all land acquired by the Town of Westford under the provisions of Massachusetts General Laws Chapter 60 (Collection of Taxes). The land in the custody of the TPSC is normally acquired by foreclosure in Land Court for nonpayment of taxes. The TPSC may sell and convey such land at public or private sale on terms and conditions as the Committee shall determine. The TPSC is committed to conduct business in an open and transparent manner with the best interest of the town and its residents as its highest priority.

At the start of FY 2022, the TPSC had one parcel on Patten Road (054 0030 0002) in its care and custody. Two new parcels were added during FY 2022: 074 0053 0000 also on Patten Road and 074 0187 0000 at 3 Wilson Lane.

Agendas and meeting locations are available on the town calendar.

The TPSC Rules and Procedures can be found at [westfordma.gov/372](https://westfordma.gov/372).

**Donald Costley**  
*Chair*

**David Earl**  
**William Harman**  
**Apparao Karri**  
**Rose O'Donnell**

## TAX RELIEF FOR THE ELDERLY AND DISABLED COMMITTEE – TREAD

On November 16, 1998, the Town of Westford voted to accept the provisions of Chapter 60, Section 3D that establishes an elderly and disabled taxation fund. Taxpayers can make tax-deductible donations to the TREAD fund at the Tax Collector's office. Now electronic donations can be made via our online bill pay service. Contact the Tax Collector's office for more information about how to give at 978-399-2526.

**Christine Collins  
Sandy Collins  
Nancy Cook  
Diane Holmes  
Patricia Reppucci**

The purpose of the fund is to assist in defraying the real estate taxes of elderly and disabled persons of low income. In Westford, the program is administered through the Council on Aging. Applications are reviewed by a committee appointed by the Town Manager. State law determines the make-up of the committee: Tax Collector-Treasurer, a representative of the Board of Assessors, and three members-at-large. Donated funds are in the custody of the town and held in an interest-bearing account specifically designated for TREAD

TREAD awards vary year to year as the funds are dependent upon the generosity of private individuals and businesses. Donations received in FY 2022 totaled \$14,750 and expenditures totaled \$8,500. We helped residents in varying amounts based upon their need.

### Qualifications:

- Must own and occupy the property for which taxes are assessed.
- Must be 65 years old or older or have a state-recognized disability
- Must file completed application disclosing exemptions and household income and expenses for all members of the household age 18 or older.

This is a wonderful program and helps some of Westford's most vulnerable residents. Thank you to those who contributed to TREAD last year. Your generosity makes a difference.

For more information about giving, contact the Tax Collector's office at 978-399-2526.

For more information about applying to receive a TREAD award, contact the Council on Aging at 978-692-5523.

# TECHNOLOGY DEPARTMENT

FY 2022 was a year of recovery from the urgent changes implemented during the COVID pandemic and getting back on track with regular systems and support.

**Mike Wells**  
*Technology Director*

## Infrastructure and Hardware

After many hours of research and testing we have identified the performance issues with our servers and in FY 2023 will be purchasing equipment to resolve the problems. In an environment where everything from “servers” to “discs” are virtualized and implemented as abstracts on hardware platforms, diagnosing the root cause of performance issues is challenging.

We completed the rollout of the new phone system, ending a project that has been running since 2019. The entire municipality, including the schools, are now using a single phone system. This has significant efficiency and safety benefits:

- direct dialing between any two locations
- ability to call 9-1-1 from any classroom (a finding from Town and School Safety Task Force research)
- complete online phone directory

The “One-to-World” program where each student retains a Chromebook for their use was extended from the high school into the middle schools, and unused computer carts were reassigned. Unlike in the high school, the middle schools do not have the staff to have a continuously supported “help desk,” so library/media staff handle the daily business of broken/failed/forgotten devices, and Tech Department staff follow up where needed. In addition, at Stony Brook we have been experimenting with a “vending machine” type of approach where students can deposit their machine and obtain a loaner without any staff interaction. This year we were able to retire many old Chromebooks that were no longer able to run the supported versions of Chrome O/S. We wiped those devices and sent them off for recycling (and a small credit from our suppliers).



*Boxes of old  
Chromebooks packed  
to be recycled*



*Boxes of new switches*

During the year we began the process of replacing the very old switches in many of the town/school buildings. The large number of devices involved, and the criticality of their role makes the upgrade process slow, but we are making steady progress. Devices purchased for the schools were eligible for E-Rate refunds and we were able to collect about \$57,000 for this program. This allows us to reduce the amount we ask for in subsequent years. Hopefully we will be able to benefit from this program again as the process continues.

## Software

As the state continues to authorize the use of virtual meeting platforms for public meetings, we decided to switch our chosen platform to Zoom. On the assumption that the state will eventually make permanent changes to the law to enable this process, we started working on how we will support this going forward without imposing an undue burden for out-of-hours work on Technology Department staff.



## TECHNOLOGY DEPARTMENT — CONTINUED

With the continued focus on well-being and safety in the schools, we tested and implemented a feature that aims to detect troubling activity on school devices and notify the relevant staff. While these kinds of systems are often inaccurate or unreliable on their own, they do undoubtedly have a role to play in helping faculty detect students who may be struggling in some way.

We worked with the Highway Department to eliminate a significant application of which they were the sole remaining user. This has allowed us to cancel the subscription and save money. We also deployed some additional parts of the 9-1-1 support system that we purchased a year or two ago, and the Dispatch Center is now using those features.

In the schools, we extended our control of the “westfordk12.us” domain in the Apple ecosystem to improve our security in that area, and as part of that process were able to increase the scope of the device control system we use for iPads in the schools. We participated in the adoption of a new student information system (“SIS”) to replace the unsatisfactory one previously used. This went live at the end of the year. The SIS is a foundational component of our student and staff management and has interfaces and feeds to/from many systems. We were also able to integrate this new system with our existing AD/Google authentication system, eliminating a significant administrative task.

### Other Projects

The Annual Town Meeting reintroduced and approved the use of “clickers” to report votes taken at the meetings. The Technology Department took part in the product review and selection process and will be operating the systems at future Town Meetings.



*Town Manager Jodi Ross  
addressing Town Meeting*



*Town Engineer Paul Starratt  
receiving Cybersecurity  
Champion award from  
Alyssa Ingalls*

Cybersecurity continues to be a major focus in both the town and schools. We made significant efforts to publicize National Cybersecurity Awareness Month in October, with regular emails, posters, and events in the schools. We awarded a trophy to the highest scoring school and town department – this year it was the Stony Brook School and the Engineering Department. In the evolving arc of cybersecurity generally the emphasis has increasingly shifted away from exploiting technical vulnerabilities to exploiting people to gain access to systems. That means that in addition to securing our systems carefully we have a program of training and testing for all town and school staff, to help them identify and avoid security threats.

## TECHNOLOGY DEPARTMENT – CONTINUED

### **Staffing for FY 2022**

Director – Mike Wells

Applications – Steve Wirch

Systems – Matt Emanouil

Office Manager – Celia Hughes

Networks – Kevin Murphy (Schools)

Tech Coordinator – Gail Anselmetti (Schools)

Technician – Kurt Jeffrey (Schools)

Technician – Caroline Martin (Schools)

Technician – Brian Day (Schools)

Technician – Carl Poist (Schools)

Technician – Sam Feldman (Schools)

Assistant Technician – Yinan Chen (Schools)

# 35 TOWN FARM ROAD TASK FORCE

## Preliminary Architectural Plans Presented

On October 12, 2021, 10 months after the Select Board accepted the proposal submitted by CHOICE Inc. and SCG Development Partners to repurpose the Town Farm building into truly affordable senior housing and a new home for the Westford Food Pantry, the preliminary architectural plans were presented to abutters and other interested residents. David Hedison from CHOICE and Janis Mamayek from ICON Architectural Group came to Cameron Senior Center and talked about the plans to create 35 studio and/or one-bedroom apartments.

As required by the Request for Proposals (RFP) and based on the Task Force’s recommendations, both the 1837 brick building and the 1900 ell will be retained, including interior architectural features such as fireplaces, hardware, and stairways. A new three-story addition will be built at the rear of the building.

David Hedison reported that the timeline put forth by CHOICE and SCG in their response to the RFP remains the same, and they hope to submit their application to the state for funding by late fall 2022/early 2023. Notification from the state on funding probably will not happen until 2023. Construction is to begin in fall 2024 and be completed a year later.

## Task Force Timeline Created

At our January 4, 2022 meeting, the Task Force unanimously approved a timeline for its members and town staff. Working jointly with town staff, the Task Force now has a plan to address the several components of the Town Farm project that remain to be done before the senior housing renovation can begin. Progress has continued in the last six months of FY 2022 in the following areas:

- Historic Preservation Restriction. Working with the Historical Commission, the Assistant Town Manager and Town Counsel are finalizing the restriction that will assure the historical integrity of the original buildings in perpetuity. The Preservation Restriction will be attached to the deed for 35 Town Farm Road and will be enforced by the Westford Historical Commission.
- Relocating the Fire Training Facility. In May 2022, bid requests were advertised for the stackable containers to be placed on Water Department land at 60 Forge Village Road. The bid was awarded to American Fire Training Facilities and installation is anticipated in late fall 2022 or the spring of 2023. This will allow CHOICE to demolish the existing fire training tower at Town Farm. On January 25 the Select Board voted \$237,000 in American Rescue Plan Act (ARPA) funds to help purchase the containers. Then at the 2022 Annual Town Meeting on June 11, Task Force member Scott Hazelton read a statement from the Task Force in favor of the article to allow the Fire Department to pay for preparing the site by borrowing \$585,000 which will then be reimbursed to the town when the property is sold to the developer in 2024. Voters at Town Meeting supported the article.

**Ellen Harde**  
*Chair*

**Roberta McGuire**  
*Vice-Chair to 11/1/22*

**Lynn Cohen**  
*Clerk*

**Dan Britko**  
*Deputy Fire Chief*  
*Retired 11/30/22*  
*At large 11/30-present*

**Nancy Cook**  
*Council on Aging*

**Marilyn Day**

**David Gutbrod**  
*Historical Commission*

**Scott Hazelton**  
*Select Board*

**Diane Hendriks**  
**Pat Louch**  
**Georgy Murray**

**David O’Keefe**  
*Deputy Fire Chief*

**Robert Waskiewicz**

## 35 TOWN FARM ROAD TASK FORCE — CONTINUED

- Ready Two Storage Sheds at 35 Town Farm Road for Moving/Demolition. Task Force member Marilyn Day is working with the town's Facilities Department to assure that the contents of two storage sheds are removed before the sale of the property is finalized.
- Coordination with the Westford Health Department. George Murray is the Task Force liaison who is working with Health Director Rae Dick on state and local requirements that will need to be met when the senior housing is built, especially in regard to sewage treatment options. This working relationship will keep the Board of Health informed about the schedule for the presentation of a Town Farm Residences plan to the Westford Permitting office.
- Coordination with the Town Manager's office. Task Force members Nancy Cook and Scott Hazelton have ably served as liaisons between the town and the developer. Both Nancy and Scott serve on one or more of Westford's affordable housing committees, and, in addition, Scott is a member of the Select Board.



### **Remembering Roberta McGuire ~ June 27, 1959-November 1, 2021**

Roberta McGuire was Vice-Chair of the Town Farm Task Force. Her vast knowledge of the history of Westford and how to get things done were invaluable assets to the Task Force. She approached every task with determination, focus, and sly wit. She was a vital and tremendous leader who was instrumental in our achievements as a committee. Her loss was devastating on a professional level as well as a personal level. We are grateful for having had the opportunity to work with her and, more importantly, for knowing her. She is missed.

# TOWN ACCOUNTANT

The Financial Statements for the fiscal year ended June 30, 2022 are herewith submitted.

The data represents a fair and accurate presentation in all material aspects of the town’s financial position and results of its operations.

The report is based on information recorded using the Uniform Municipal Accounting System (UMAS) of the Massachusetts Department of Revenue.

An audit of the town’s financial records by Melanson, Certified Public Accountants, has been completed and the results of that audit are available for public inspection in the office of the Town Accountant.

I would like to thank Jeremy Healy, Meghan Lawrence, and Pamela Florek for their dedicated service to the Accounting Department. Finally, thank you to all the boards, commissions, committees, and departments for their cooperation during the year. It is an honor to work with all of you.

**Jesse Beyer**  
*Town Accountant*

**Jeremy Healy**  
*Assistant Town Accountant  
Budget & Finance Analyst*

**Meghan Lawrence**  
*Payroll Administrator*

**Pamela Florek**  
*Administrative Analyst*

## TOWN ACCOUNTANT—CONTINUED

Combined Balance Sheet - All Fund Types and Account Groups as of June 30, 2022 (Unaudited)									
		Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types	Account Groups	Totals
		General	Special Revenue	Capital Projects	Enterprise	Internal Service	Trust and Agency	Long-term Debt	(Memorandum Only)
<b>ASSETS</b>									
Cash and cash equivalents		16,344,477.99	21,264,123.26	3,749,131.15	8,890,997.64	2,035,666.22	20,384,709.63		72,669,105.89
Investments									0.00
Receivables:									
Personal property taxes		106,666.60							106,666.60
Real estate taxes		951,445.54	29,529.37						980,974.91
Deferred taxes		563,354.36	210.78						563,565.14
Allowance for abatements and exemptions		(1,211,887.88)							(1,211,887.88)
Special assessments		32,313.84			575,576.09				607,889.93
Tax liens		689,408.33	13,164.44						702,572.77
Tax foreclosures		44,039.89			2,975.53				47,015.42
Motor vehicle excise		507,476.84							507,476.84
Other excises									0.00
User fees					639,156.76				639,156.76
Utility liens added to taxes					272.34				272.34
Departmental					1,237,137.12				1,237,137.12
Other receivables						396,472.50			396,472.50
Due from other governments		11,632.00							11,632.00
Due to/from other funds									0.00
Working deposit									0.00
Prepays									0.00
Inventory									0.00
Fixed assets, net of accumulated depreciation									0.00
Amounts to be provided - payment of bonds								43,442.313.43	43,442.313.43
Amounts to be provided - vacation/sick leave									0.00
<b>Total Assets</b>		<b>18,038,927.51</b>	<b>21,307,027.85</b>	<b>3,749,131.15</b>	<b>11,346,115.48</b>	<b>2,432,138.72</b>	<b>20,384,709.63</b>	<b>43,442.313.43</b>	<b>120,700,363.77</b>

## TOWN ACCOUNTANT—CONTINUED

[illegible]

TOWN ACCOUNTANT – CONTINUED

	Governmental Fund Types				Proprietary Fund Types		Fund Types	Groups	Totals
	General	Special Revenue	Capital Projects	Enterprise	Internal Service	Trust and Agency	Long-term Debt	(Memorandum Only)	
Fund Equity:									
Reserved for encumbrances	537,635.78			263,861.23				801,497.01	
Reserved for expenditures	103,228.54	4,999,991.23		618,905.00				5,722,124.77	
Reserved for continuing appropriations	3,228,397.11			1,109,916.05				4,338,313.16	
Reserved for petty cash	5,500.00			100.00				5,600.00	
Reserved for appropriation deficit								0.00	
Reserved for snow and ice deficit								0.00	
Reserved for COVID-19 deficit		(589,712.57)						(589,712.57)	
Reserved for debt service	1,640,558.44							1,640,558.44	
Reserved fund balance - CPA		7,858.50						7,858.50	
Reserved for endowment						827,121.69		827,121.69	
Undesignated fund balance	8,395,901.76	16,093,380.99	(2,274,269.07)		1,092,763.25	19,555,087.94		42,862,864.87	
Unreserved retained earnings				6,678,786.45				6,678,786.45	
Investment in capital assets								0.00	
Total Fund Equity	13,911,221.63	20,511,518.15	(2,274,269.07)	8,671,568.73	1,092,763.25	20,382,209.63	0.00	62,295,012.32	
Total Liabilities and Fund Equity									
	18,038,927.51	21,307,027.85	3,749,131.15	11,346,115.48	2,432,138.72	20,384,709.63	43,442,313.43	120,700,363.77	



TOWN ACCOUNTANT – CONTINUED

FY 2022 Budget Basis - General Fund									
DEPARTMENT/Purpose	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	S TM 10/21 Ari/Transf	ATM 6/22 Ari/Transfers	Comp Reserve	Reserve Fd/Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
122 SELECT BOARD									
Expenses	2,700.00	19,608.00					22,270.87		37.13
Capital	288,806.40						89.30	244,819.07	43,898.03
123 TOWN MANAGER									
Personal Services		422,007.00			11,918.00		433,898.51		26.49
Expenses	57.99	11,143.00					10,899.56	250.00	51.43
Perchlorate	142,867.41			45,000.00			96,592.82	91,274.59	-
Capital									-
131 FINANCE COMMITTEE									
Expenses		8,865.00					8,190.78		674.22
Reserve Fund		125,000.00				(85,510.00)			39,490.00
132 FINANCE DIRECTOR									
Personal Services		152,039.00			4,622.00		156,660.16		0.84
Expenses		435.00					317.86		117.14
135 TOWN ACCOUNTANT									
Personal Services		286,933.00			9,923.00		295,165.60		1,690.40
Expenses		42,455.00					41,995.70		459.30
141 ASSESSORS									
Personal Services		294,976.00			14,496.00		233,887.29		75,584.71
Expenses	27,536.80	47,100.00					40,144.67	27,500.00	6,992.13
145 TREASURER/COLLECTOR									
Personal Services		260,278.00	15,000.00		6,547.00		272,494.28		9,330.72
Expenses		45,050.00				9,500.00	52,311.84		2,238.16
151 LEGAL SERVICES									
Expenses	2,000.00	160,000.00					79,771.16	2,000.00	80,228.84
152 HUMAN RESOURCES									
Personal Services		236,757.00			6,163.00		239,938.15		2,981.85
Expenses	9,153.21	26,868.00					31,150.35	2,100.00	2,770.86
Comp Reserve		150,000.00			(117,495.00)		4,973.53		27,531.47

TOWN ACCOUNTANT – CONTINUED

			FY 2021	ATM 6/21	STM 10/21	ATM 6/22	Comp	Reserve Fd/ Year End	Expendd	FY 2022	Closed to
DEPARTMENT/Purpose			Encumbered & Carried Fwd	Budget	Art/Transf	Art/Transfers	Reserve	Transfers		Encumbered & Carried Fwd	Fund Balance
155 TECHNOLOGY											
Personal Services				338,439.00			4,559.00		342,927.37		70.63
Expenses			67,638.81	559,825.00				215,000.00	840,691.84	250.00	1,521.97
Capital			796,234.85		447,796.00				548,517.05	695,513.80	-
161 TOWN CLERK											
Personal Services				247,126.00			3,829.00		244,081.30		6,873.70
Expenses				20,809.00				7,450.00	28,256.36		2.64
Capital			36,600.00						36,600.00		-
170 PERMITTING											
Personal Services				272,770.00			1,737.00		271,246.79		3,260.21
Expenses			750.00	44,416.00					43,854.72		1,311.28
171 CONSERVATION COMMISSION											
Personal Services				84,243.00					84,242.97		0.03
Expenses			370.00	6,640.00					5,654.03	655.00	700.97
Capital											-
175 PLANNING BOARD											
Personal Services				86,348.00					74,036.66		12,311.34
Expenses			185.00	8,422.00					5,987.52	185.00	2,434.48
Capital											-
176 ZONING BD OF APPEALS											
Expenses			185.00	2,405.00					2,220.00	185.00	185.00
192 TOWN HALL											
Personal Services				45,742.00					44,884.88		857.12
Expenses			2,096.29	72,900.00					67,643.56	358.79	6,993.94
Capital											-
199 PUBLIC BUILDINGS											
Personal Services				96,761.00					94,423.72		2,337.28
Expenses				51,625.00				6,224.00	49,870.08	3,500.00	4,478.92
Capital			382,287.91		275,000.00				253,933.29	367,544.56	35,810.06
GENERAL GOVERNMENT			1,759,469.67	4,227,985.00	290,000.00	492,796.00	(53,701.00)	152,664.00	5,059,824.57	1,436,135.81	373,253.29

TOWN ACCOUNTANT – CONTINUED

DEPARTMENT/Purpose	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 At/Transf	ATM 6/22 At/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
210 POLICE									
Personal Services		5,347,048.00				(32,200.00)	5,214,902.54		99,945.46
Expenses	4,524.40	551,146.00				32,200.00	565,023.85	6,818.33	16,028.22
Capital	45,090.11							45,090.11	-
215 PUBLIC SAFETY COMM									
Personal Services		847,596.00					769,429.36		78,166.64
Expenses	3,172.68	52,540.00					41,648.14		14,064.54
Capital									-
220 FIRE									
Personal Services		3,545,655.00	150,230.00		19,760.00	30,000.00	3,711,296.42		34,348.58
Expenses	3,545.02	351,435.00				41,962.00	354,414.47	41,907.34	620.21
Capital	17,436.00			505,000.00			17,435.20	505,000.00	0.80
241 BUILDING DEPARTMENT									
Personal Services		391,704.00			4,601.00		383,375.79		12,929.21
Expenses		11,470.00					9,355.13		2,114.87
Capital									-
244 SEALER WEIGHTS & MEASURES									
Expenses	3,000.00	3,000.00					6,000.00		-
291 EMERGENCY MGMT									
Personal Services		9,324.00					9,324.00		-
Expenses		2,450.00					50.34	2,399.66	-
Capital									-
292 ANIMAL CONTROL									
Personal Services		40,390.00			619.00		41,008.97		0.03
Expenses	950.00	3,875.00					3,228.49	650.00	946.51
Capital	33,000.00						32,332.59	667.41	-
294 TREE WARDEN									
Personal Services		2,311.00					2,311.00		-
Expenses	35,000.00	35,000.00					32,202.44		2,797.56
PUBLIC SAFETY	110,718.21	1,194,944.00	150,230.00	505,000.00	24,980.00	71,962.00	11,193,338.73	602,532.85	261,962.63
300 WESTFORD PUBLIC SCHOOLS									
Expenses	423,294.27	62,236,867.00				24,356.00	62,429,589.64	253,719.71	1,207.92
Capital	279,454.96		90,000.00	445,000.00			136,252.00	588,202.96	90,000.00
Bill of Prior Year									-
310 NASHOBA VALLEY TECH									
EDUCATION	702,749.23	1,184,421.00					1,184,421.00		-
		63,421,288.00	90,000.00	445,000.00	-	24,356.00	63,750,262.64	841,922.67	91,207.92

## TOWN ACCOUNTANT—CONTINUED

[illegible]

## TOWN ACCOUNTANT—CONTINUED

DEPARTMENT/Purpose	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 Att/Transf	ATM 6/22 Att/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
610 LIBRARY									
Personal Services		1,399,972.00			3,668.00		1,392,784.83		10,855.17
Expenses	25,000.00	360,788.00				11,870.00	381,876.38		15,781.62
Capital				10,000.00				10,000.00	-
630 RECREATION									
Capital	102,660.00						79,569.87	23,090.13	-
650 PARKS-GROUNDS BLDG MAINT									
Personal Services		255,633.00					200,322.07		55,310.93
Expenses		32,765.00					28,616.90		4,148.10
Capital									-
660 LAND MANAGEMENT									
Expenses	1,556.20	32,266.00					27,148.30	3,804.00	2,869.90
Capital									-
670 HISTORICAL COMMISSION									
Expenses	537.34	12,650.00					11,949.06	153.54	1,084.74
Capital									
CULTURE & RECREATION	129,753.54	2,094,074.00	-	10,000.00	3,668.00	11,870.00	2,122,267.41	37,047.67	90,050.46
710 DEBT SERVICE									
Expenses		6,164,354.00				(202,649.00)	5,840,144.98		121,560.02
DEBT SERVICE	-	6,164,354.00	-	-	-	(202,649.00)	5,840,144.98	-	121,560.02
820 STATE ASSESSMENTS & CHARGES									
STATE ASSESSMENTS	-	-	-	805,482.00	-	-	588,525.00	-	216,957.00
940 UNCLASSIFIED									
Direct/Indirect off-sets	-	(1,475,963.00)	-	-	-	-	(1,475,963.00)	-	-
945 UNCLASSIFIED									
Expenses	89,000.00	19,943,747.00			-		19,914,708.04	79,642.00	38,396.96
990 TRANSFERS TO OTHER FUNDS									
Transfers to Special Reven	-	-		326.21	-	-	326.21	-	0.00
Transfers to Capital Projects				-		178,293.00	178,293.00	-	-
Transfers to Enterprise				1,257,408.00			1,257,408.00	-	-
Transfers to Trust		680,957.00	470,000.00	80,000.00			1,230,957.00		-
TOTAL UNCLASSIFIED	89,000.00	19,148,741.00	470,000.00	2,143,216.21	-	178,293.00	21,694,254.25	79,642.00	255,353.96
GRAND TOTAL GENERAL FUND	3,713,132.18	113,176,297.00	1,039,230.00	4,420,235.21	-	-	116,338,869.01	3,766,032.89	2,243,992.49

TOWN ACCOUNTANT – CONTINUED

FY 2022 Budget Basis - Water Enterprise Fund									
WATER ENTERPRISE									
	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 Art/Transf	ATM 6/22 Art/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
Personal Services		1,247,414.00					1,120,510.27	-	126,903.73
Expenses	22,623.19	1,600,279.00				250,000.00	1,527,221.79	261,007.00	84,673.40
Reserve Fund		250,000.00				(250,000.00)		-	-
Debt		1,587,804.00					1,298,202.86	-	289,601.14
Capital	316,521.93		25,000.00	425,000.00			142,260.16	623,441.93	819.84
WATER ENTERPRISE TOTAL	339,145.12	4,685,497.00	25,000.00	425,000.00	-	-	4,088,195.08	884,448.93	501,998.11
FY 2022 Budget Basis - Recreation Enterprise Fund									
RECREATION ENTERPRISE									
	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 Art/Transf	ATM 6/22 Art/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
Personal Services		1,126,216.00					906,804.21	-	219,411.79
Expenses		303,780.00					237,059.14	959.89	65,760.97
Capital							-	-	-
RECREATION ENTERPRISE TOTAL	-	1,429,996.00	-	-	-	-	1,143,863.35	959.89	285,172.76
FY 2022 Budget Basis - Ambulance Enterprise Fund									
AMBULANCE ENTERPRISE									
	FY2021 Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 Art/Transf	ATM 6/22 Art/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	Expended	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance
Personal Services		865,768.00	24,889.00				852,512.84	-	38,144.16
Expenses		650,556.00					648,392.92	1,894.34	268.74
Capital	389,000.00			73,000.00			20,525.88	441,474.12	-
AMBULANCE ENTERPRISE TOTAL	389,000.00	1,516,324.00	24,889.00	73,000.00	-	-	1,521,431.64	443,368.46	38,412.90

TOWN ACCOUNTANT – CONTINUED

FY 2022 Budget Basis - Stormwater Enterprise Fund										
STORMWATER ENTERPRISE										
		FY2021								
	OPERATING:	Encumbered & Carried Fwd	ATM 6/21 Budget	STM 10/21 Art/Transf	ATM 6/22 Art/Transfers	Comp Reserve	Reserve Fd/ Year End Transfers	FY2022 Encumbered & Carried Fwd	Closed to Fund Balance	
	Personal Services		135,190.00					37,706.56	97,483.44	
	Expenses	46,300.00	913,648.00					708,687.55	251,260.45	
	Debt		160,824.00					124,194.48	36,629.52	
	Capital							45,000.00		
	STORMWATER ENTERPRISE TOTAL	46,300.00	1,209,662.00	-	-	-	-	870,588.59	385,373.41	
	GRAND TOTAL ALL FUNDS	4,487,577.30	122,017,776.00	1,089,119.00	4,918,235.21	-	-	5,139,810.17	3,454,949.67	
	Community Preservation Funds		835,406.00							
			122,853,182.00							

TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2022						
		July 1, 2021	Receipts	Expenditures	Transfers In	Transfers Out
June 30, 2022						
<b>Fund 250 Federal Grants</b>						
25199527	Cares Act - Covid 19	(933,244.04)	960,930.13	(27,686.09)	-	-
25199528	FEMA - Covid 19	(542,418.58)	385,523.57	(432,817.56)	-	(589,712.57)
25199529	ARPA - Covid 19	1,298,779.76	2,410,205.66	(310,228.87)	-	(803,708.00)
25199510	ARPA - DPH Earmark	-	350,000.00	-	-	350,000.00
25210215	Bullet Proof Vests OJ-Fed Reim	26,613.89	7,266.59	(16,887.86)	-	16,992.62
25210251	Police-Traffic Grant FY21	(2,054.61)	2,228.04	(173.43)	-	-
25510511	BOH-Medical Reserve	4,495.60	11,712.79	(15,035.35)	-	1,173.04
25510512	BOH- Emerg Prep Coalition	19,561.47	18,275.34	(35,125.18)	-	2,711.63
25510514	BOH- NAACHO	27,135.83	15,032.00	(7,546.91)	-	34,620.92
25510522	BOH- FDA Standards	0.00	6,138.45	(14,669.09)	-	(8,530.64)
		<b>(101,130.68)</b>	<b>4,167,312.57</b>	<b>(860,170.34)</b>	<b>-</b>	<b>(803,708.00)</b>
<b>Fund 255 School Federal Grants</b>						
301	Sped 94-142 DESE 240 FY19	174.93	-	(174.93)	-	-
EBT22	EBT Admin Reimbursement FY22	-	5,526.00	(5,526.00)	-	-
302	Sped 94-142 DESE 240 FY20	361.63	-	(361.63)	-	-
302	Sped 94-142 DESE 240 FY21	11,167.43	32,223.00	(43,390.43)	-	-
24022	Sped 94-142 DESE 240 FY22	-	869,178.00	(994,516.88)	-	(125,338.88)
24422	Sped DPE 264 ARP IDEA	-	4,814.00	(12,293.64)	-	(7,479.64)
303	Title I - DOE 305 FY21	3,116.56	1,821.00	(4,937.56)	-	-
304	Title I - DOE 305 FY22	-	67,904.00	(83,383.00)	-	(15,479.00)
305	SPED Program Improvement DOE 274 FY21	1,116.00	-	(1,116.00)	-	-
307	Title Iia DOE 140-ODD	(100.00)	100.00	-	-	-
14022	Title Iia DOE 140-EVEN	-	51,066.00	(51,066.00)	-	-
18022	Title III 180 FY22	-	6,403.00	(14,428.47)	-	(8,025.47)
12022	Summer School Expansion FY22	-	7,860.00	(7,860.00)	-	-
25222	American Rescue 252 FY22	-	133,143.00	(193,961.59)	-	(60,818.59)
26222	Early Childhood DOE 262	-	18,985.00	(20,810.00)	-	(1,825.00)
342	EC Program Improv DOE 298 (FY21)	(2,230.00)	2,230.00	-	-	-
30922	Title IVA DOE 309	-	10,000.00	(10,000.00)	-	-
11922	ESSER III 119 FY22	-	58,773.00	-	-	58,773.00
367	School Reopening 102 CVRF funds	90.25	-	(90.25)	-	-
11522	ESSER II 115 FY22	-	256,671.00	(269,618.56)	-	(12,947.56)
370	SPED Improvement DOE 258	564.00	5,081.00	(5,645.00)	-	-
		<b>14,260.80</b>	<b>1,531,778.00</b>	<b>(1,719,179.94)</b>	<b>-</b>	<b>(173,141.14)</b>
<b>Fund 260 State Grants</b>						
26123190	Transport/Rideshare Grant	1,364.40	1,855.70	(1,364.40)	-	1,855.70
26123130	FY21 Green Communities	(47,500.00)	47,500.00	-	-	-
26123131	FY22 Green Communities	-	11,270.00	(2,180.00)	-	9,090.00
26123151	FY21 Regional Pilot Project Grant	75,000.00	(6,592.65)	(68,407.35)	-	-
26123181	Energy Savings Performance Grant	-	-	(2,240.00)	-	(2,240.00)
26123191	Community Compact Compact Vehicle	-	30,000.00	(13,025.00)	-	16,975.00
26123197	Sustainability Coordinator	-	94,902.00	-	-	94,902.00
26210202	FY22 Police Municipal Road Safety Grant	-	1,620.52	(5,346.40)	-	(3,725.88)
26215239	Emerg Med Dispatch FY21 Grant	(2,122.44)	2,216.45	(94.01)	-	-
26215241	Emerg Med Dispatch FY20 Grant	(277.99)	277.99	-	-	-
26215242	Emerg Med Dispatch FY22 Grant	-	-	(2,938.81)	-	(2,938.81)
26215277	Public Safety 911 Support-FY21	(29,325.27)	29,325.27	-	-	-
26215278	Public Safety 911 Support-FY22	-	22,652.54	(79,924.08)	-	(57,271.54)
26215281	Public Safety 911 Training FY20	(340.76)	122.48	-	218.28	-
26215271	Public Safety 911 Training FY21	(4,473.96)	4,473.96	-	-	-
26215272	Public Safety 911 Training FY22	-	-	(12,556.93)	-	(12,556.93)
26175631	HMP/MVP Grant	-	1,500.00	(1,500.00)	-	-
2620205	FY21 Fire Equipment Grant	-	15,000.00	(15,000.00)	-	-
26202019	S.A.F.E. -Fire FY19 Grant	2,750.35	-	(2,750.35)	-	-
26202020	S.A.F.E. -Fire FY20 Grant	4,565.00	-	(4,565.00)	-	-
26202021	S.A.F.E. -Fire FY21 Grant	5,281.00	-	(369.04)	-	4,911.96
26202022	S.A.F.E. -Fire FY22 Grant	-	8,230.00	(199.98)	-	8,030.02
26291240	Emerg Mgmt Performance	-	-	-	-	-
26410411	BFRT Drainage - MassTrails	-	-	(19,772.03)	-	(19,772.03)
26450453	Stony Brook Flow Grant	-	21,662.56	(41,640.57)	-	(19,978.01)
26432432	Recycling SMRP Grant	6,525.00	1,250.00	(5,363.00)	-	2,412.00
26510427	BOH DPH Coronavirus	4,892.62	(4,892.62)	-	-	-
26510515	Tobacco Control Grant	2,087.96	-	-	-	2,087.96
26510535	DPH Health Excellence Grant	-	456,451.53	(305,459.30)	-	(8,524.51)
26541541	Elders Affairs-COA Formula	14,782.93	40,248.00	(32,797.52)	-	22,233.41
26541542	Lowell Reg Trans Auth-Van	4,667.33	124,723.65	(129,390.98)	-	-
26610610	Library Lig-Meg	35,001.86	40,898.54	(33,003.17)	-	41,897.23
26695695	Cultural Council Grant	6,495.15	16,800.87	(11,141.61)	-	12,154.41
		<b>79,373.18</b>	<b>961,496.79</b>	<b>(792,029.53)</b>	<b>218.28</b>	<b>(68,467.72)</b>
						<b>180,591.00</b>



TOWN ACCOUNTANT – CONTINUED

Special Revenue Funds - FY 2022						
		July 1, 2021	Receipts	Expenditures	Transfers In	Transfers Out
						June 30, 2022
<b>Fund 265 School State Grants</b>						
18922	Prof Based Outcome Language	-	9,972.00	(9,972.00)	-	-
1895Y	Prof Based Outcome Language	-	527.00	(4,325.00)	-	(3,798.00)
19522	DESE Robinson Playground	-	12,500.00	-	-	12,500.00
368	State Covid Prevention Grant	16,920.25	-	(16,920.25)	-	-
371	Early Literacy Grant #734	306.87	3,105.00	(3,411.87)	-	-
372	Early Literacy Grant #735		36,256.00	(64,227.84)	-	(27,971.84)
		<b>17,227.12</b>	<b>62,360.00</b>	<b>(98,856.96)</b>	<b>-</b>	<b>(19,269.84)</b>
<b>Fund 270 Receipts Reserved</b>						
27145145	Reserved Excess Premiums - Long Term	2,679.20	96,274.73	(96,931.91)	-	(78.05)
27145146	Reserved Excess Premiums - Short Term	1,772.46	35,964.76	(17,962.82)	-	(9,502.76)
27171171	Conservation-Wetlands	46,641.12	8,402.50		-	-
27199904	RRA - Sale of Real Estate	-	439,478.70		-	-
27491491	Cemetery-Sale of Lots	31,011.24	21,456.39		-	-
		<b>82,104.02</b>	<b>601,577.08</b>	<b>(114,894.73)</b>	<b>-</b>	<b>(9,580.81)</b>
<b>Fund 280 Town Revolving Funds</b>						
28122110	Scholarship Fund-Twn Tax	17,722.53	50.87	-	-	-
28122111	Arts & Technology-Twn Tax	1,361.71	239.00	-	-	-
28122122	Town Building Leases 53E1/2	165,872.83	72,588.25	(6,454.15)	-	-
28123180	Farmer's Market Revolving 52E1/2	4,129.07	-	(4,129.07)	-	-
28171172	East Boston Camp 53E1/2	155,002.30	56,445.00	(74,305.24)	40,000.00	-
28179177	Community Gardens 53E1/2	25,899.58	6,340.00	(11,618.85)	-	-
28192920	Insurance Recovery-Town	9,058.59	3,518.05	(14,100.93)	-	-
28210920	Insurance Recovery-Police	9,183.54	7,021.48	(11,856.48)	-	-
28300920	Insurance Recovery-School	458.11	24,540.79	(18,135.01)	-	-
28294494	Town Forestry Revol 53E1/2	1,595.20	-	-	-	-
28432432	Recycling Revolving 53E1/2	18,685.98	11,660.00	(8,503.10)	-	-
28510524	BOH-Immuniz/Clinical 53E1/2	93,232.07	54,617.06	(59,760.08)	-	-
28540546	Senior Ctr Programs 53E1/2	62,180.16	38,521.73	(38,132.57)	-	-
28541543	Elder & Disabled Tax-TREAD	46,639.50	14,230.68	(8,500.00)	-	-
28541545	Senior Ctr Fitness Rm 53E1/2	35,536.49	3,060.00	(1,361.86)	-	(3,000.00)
28630636	Rec-Field Maint Revol 53E1/2	34,470.70	83,935.90	(60,322.97)	40,000.00	-
		<b>681,028.36</b>	<b>376,768.81</b>	<b>(317,180.31)</b>	<b>80,000.00</b>	<b>(3,000.00)</b>
<b>Fund 285 School Revolving Funds</b>						
375	School Building Usage	11,785.67	63,756.70	(42,574.99)	-	-
376	School Outside Details	7,906.83	1,421.73	(1,421.73)	-	-
378	Sch Extended Day-Elem	82,472.75	-	-	-	-
380	Preschool-Sped (Integrated)	62,733.62	276,300.50	(196,209.65)	-	-
381	School Activity Fees	314,206.86	555,582.57	(550,318.68)	-	-
382	School Lost Books	6,396.28	2,183.42	(744.35)	-	-
384	School Athletic Revolving	127,350.17	659,332.58	(562,414.03)	-	-
385	Sch Bus Transportation 53E1/2	286,783.01	748,450.06	(668,952.21)	-	-
386	School Parking WA 53E1/2	45,118.11	53,600.00	(27,489.04)	-	-
389	Full Day Kindergarten	313,888.78	716,380.00	(687,983.82)	-	-
393	School-Tech Fee	10,589.41	3,619.00	(4,641.51)	-	-
		<b>1,269,231.49</b>	<b>3,080,626.56</b>	<b>(2,742,750.01)</b>	<b>-</b>	<b>-</b>

TOWN ACCOUNTANT – CONTINUED

Fund 290 Town Other Spec Rev Funds	July 1, 2021	Receipts	Expenditures	Transfers In	Transfers Out	June 30, 2022
29122717 Town Wide Sidewalk Gift	72,704.20	-	(70,035.60)	-	-	2,668.60
29122719 Disability/Handicap Parking	1,103.22	200.61	-	-	-	1,303.83
29122913 Newport Improvements	200,000.00	-	-	-	-	200,000.00
29122964 Coalition Non-Violence Gift	6,750.04	-	-	-	-	6,750.04
29122967 Business Guide Gift	2,000.00	-	-	-	-	2,000.00
29122977 Diversity/Inclusion Gift	2,500.00	-	(75.00)	-	-	2,425.00
29152152 BCBS Innovation Award	5,000.00	-	-	-	-	5,000.00
29161161 Extended Polling Hours	4,214.08	-	(65.85)	-	-	4,148.23
29170971 PWAH Gift	109,784.93	-	(27,005.50)	-	-	82,779.43
29170972 Tadmuck/Rte 110 Gift	53,690.30	-	-	-	-	53,690.30
29170974 2 Robbins Rd Sidewalk Gift	110,094.50	-	(10,094.50)	-	-	100,000.00
29170976 2 Robbins Rd Transportation Gift	131,400.00	-	-	-	-	131,400.00
29171945 Cons Com Stream Team Equip	274.35	-	-	-	(274.35)	-
29171950 Cons Comm-Gift	1,857.21	382.56	-	-	-	2,239.77
29171953 Cons Comm-Mass Elec Gift	4,311.92	-	(455.00)	-	(3,856.92)	-
29175962 Plan Bd Summer Village Insp Gift	11,235.52	-	-	-	-	11,235.52
29175965 Plan Bd Summer Village Gift	12,800.00	-	-	-	-	12,800.00
29210820 Police Off Duty Details	-	689,258.84	(753,631.33)	-	(92,905.56)	(157,278.05)
29210914 Police Gift Account	-	12,700.00	(1,050.51)	-	-	11,649.49
29210990 Drug Investigation	9,252.62	-	(595.00)	15,938.00	-	24,595.62
29210911 Police K-9 Gift	1,432.69	500.00	(285.14)	-	-	1,647.55
29215916 Dispatch Gift Account	-	1,000.00	-	-	-	1,000.00
29220820 Fire Off Duty Details	-	43,120.00	(47,595.00)	-	(1,870.00)	(6,345.00)
29220915 Fire Gift Account	2,529.91	2,000.00	(3,529.91)	-	-	1,000.00
29292292 Animal Control Gift Account	150.00	-	-	-	-	150.00
29410938 Groton/Dunstable Intersection	96,341.94	-	-	-	-	96,341.94
29421426 National Grid Paving Gift	37,500.00	-	-	-	-	37,500.00
29510973 BOH-Circle Health Gift	6,478.73	-	(224.38)	-	-	6,254.35
29510949 BOH-Lowell Comm Ftdn Gift	2,046.00	-	-	-	-	2,046.00
29510955 BOH-Health Gift	24,174.89	-	(1,895.37)	-	-	22,279.52
29510956 BOH-AED Defibrillator Gift	3,082.89	-	(273.00)	-	-	2,809.89
29510958 BOH-Dental Gift	2,828.31	-	(679.00)	-	-	2,149.31
29540540 COA Friends Gift	16,743.22	7,800.00	-	-	-	24,543.22
29541544 COA Gift	8,196.40	20,832.45	(26,596.07)	-	-	2,432.78
29543950 Veteran's Gift	5,304.00	920.00	-	-	-	6,224.00
29610925 Library Restitution	737.98	3,132.22	(700.00)	-	-	3,170.20
29610950 Library Memorial Gift	17,206.06	29,492.62	(22,547.07)	-	-	24,151.61
29630132 Forge Pond Beach Phase I	45,172.75	-	-	-	-	45,172.75
29630965 Recreation Forge/Edward Beach	20,457.61	-	-	-	-	20,457.61
29630950 Recreation Gifts	5,355.00	1,500.00	-	-	-	6,855.00
29691950 Historic Comm Gift	752.00	-	-	-	-	752.00
	1,035,463.27	812,839.30	(967,333.23)	15,938.00	(98,906.83)	798,000.51
Fund 295 School Other SRF						
29231359 WA Trustees Donations	(1,199.70)	1,199.70	-	-	-	-
29239350 Sch Reed Living Lab Donation	2,971.90	-	-	-	-	2,971.90
29239354 Misc School Donations	33,151.61	4,352.74	(3,335.25)	-	-	34,169.10
29239355 WEF Mini Grants	1,862.73	3,539.61	(5,401.51)	-	-	0.83
29239356 School Inventors Fair	152.00	-	-	-	-	152.00
29239361 School Scholarship Donations	500.00	1,000.00	(1,500.00)	-	-	-
29241663 Day Play ground Donations	7,858.08	-	(511.42)	-	-	7,346.66
29302390 School Choice	1,110,878.02	496,306.00	(80,921.52)	-	-	1,526,262.50
29302392 Circuit Breaker Sped DOE#520	2,165,120.00	2,076,381.00	(2,165,120.00)	-	-	2,076,381.00
29302394 Special Educ Reserve Fund	269,882.07	38,537.97	-	-	-	308,420.04
	3,591,176.71	2,621,317.02	(2,256,789.70)	-	-	3,955,704.03
220 School Lunch	275,396.86	2,566,639.77	(2,123,935.68)	-	-	718,100.95
230 Highway Chapter 90	(8,376.01)	749,282.06	(743,448.65)	-	-	(2,542.60)
240 Community Preservation	8,651,408.73	3,115,445.60	(1,662,077.00)	-	-	10,104,777.33
	8,918,429.58	6,431,367.43	(4,529,461.33)	-	-	10,820,335.68
TOTALS	15,587,163.85	20,647,443.56	(14,398,646.08)	96,156.28	(983,663.36)	20,948,454.25

TOWN ACCOUNTANT – CONTINUED

Capital Projects Funds - FY 2022									
Fund 310 - Town Related Org/Obj Description	FY 2021 Balance Fwd	Revenue Perm Bonds	Premium Paydowns	General Fund Paydowns	Expended	Premium Transfers from Rec. Res'd	Transfers from General Fund	Continued Appropriation	
31190199 Roundbush Rehab 3/17 #9	114,169.00							114,169.00	
31220783 Fire Truck 06/21 #4 \$777K		699,000.00	78,400.00					777,400.00	
31410737 Oak Hill/Plain/Moore Rd Infrastructure	(345,584.05)				(695,694.89)			(1,041,278.94)	
31410746 Eng Master Design 3/13 #16	10,497.11							10,497.11	
31491749 Cemetery Site Improvements 6/21 #5	-				(46,485.40)		70,000.00	23,514.60	
31421782 Roadway Repairs \$500K	(493,874.09)	445,000.00	49,000.00			123.09		249.00	
Total Town Capital	(714,792.03)	1,444,000.00	127,400.00	-	(742,180.29)	123.09	70,000.00	(115,449.23)	
Fund 320 - School Related Org/Obj Description	FY 2021 Balance Fwd	Revenue Perm Bonds	Premium Paydowns	General Fund Paydowns	Expended	Premium Transfers from Rec. Res'd	Transfers from General Fund	Continued Appropriation	
32199130 WA Amenities Building	(244,220.83)	1,239,000.00	94,900.00		(1,089,118.09)	246.17		807.25	
32200775 MSBA Abbot Roof \$3,016,442	(1,382,755.12)	1,245,800.00	89,600.00	50,000.00	(2,722.93)	78.05		-	
32300728 Sch Access Controls \$570K 06/20	3,256.95				(358,779.10)	2,788.80		(352,733.35)	
32300729 Sch Portable Radios \$10K	-				(108,292.61)		108,292.61	-	
Total School Capital	(1,623,719.00)	2,484,800.00	184,500.00	50,000.00	(1,558,912.73)	3,113.02	108,292.61	(351,926.10)	
Fund 350 - Stormwater Enterprise Org/Obj Description	FY 2021 Balance Fwd	Revenue Perm Bonds	Premium Paydowns	Stormwater Enterprise Paydowns	Expended	Premium Transfers from Rec. Res'd	Transfers From Stormwater Enterprise	Continued Appropriation	
35427737 Oak Hill/Plain/Moore Rd Infrastructure	(92,741.98)				(381,007.33)			(473,749.31)	
35427784 Pond/Blue Brook Culvert	-				(107,165.00)			(107,165.00)	
Total Stormwater Enterprise Capital	(92,741.98)	-	-	-	(488,172.33)	-	-	(580,914.31)	
Fund 360 - Water Enterprise Org/Obj Description	FY 2021 Balance Fwd	Revenue Perm Bonds	Premium Paydowns	Water Enterprise Paydowns	Expended	Premium Transfers from Rec. Res'd	Transfers from Water Enterprise	Continued Appropriation	
36450781 Town Farm Water Tank \$1.2M	(57,450.00)				(980,919.67)	295.41		(1,038,074.26)	
36450734 Kirs/Douglas Water Mains	(890,006.41)	1,237,000.00	94,200.00		(410,076.41)	6,049.29		37,166.47	
36450737 Oak Hill/Plain/Moore Rd Infrastructure	(107,607.90)				(439,305.29)			(546,913.19)	
36450771 PH Water Tank \$3.2M 3/17 Art#7	(2,244,616.52)	2,279,200.00	159,800.00	180,000.00	(50,000.00)			324,383.48	
Total Water Enterprise Capital	(3,299,680.83)	3,516,200.00	254,000.00	180,000.00	(1,880,301.37)	6,344.70	-	(1,223,437.50)	
TOTALS - ALL FUNDS	(5,730,933.84)	7,145,000.00	565,900.00	230,000.00	(4,669,566.72)	9,580.81	178,292.61	(2,271,727.14)	

TOWN ACCOUNTANT – CONTINUED

Trust Fund Activity - Fiscal Year 2022								
	Fund		Investment		Transfers	Transfers	Account	Balance
	Balance	Receipts	Income (Loss)	Expenditures	In	Out	Reclass	
	July 1, 2021							June 30, 2022
Non-Expendable Trusts:								
810 Cemetery Perpetual Care	559,054.50	32,150.00	-	-	-	-	-	591,204.50
Charles Colburn Cem	1,500.00	-	-	-	-	-	-	1,500.00
William Wright Cem	5,000.00	-	-	-	-	-	-	5,000.00
Lyman Wilkins Cem	1,413.11	-	-	-	-	-	-	1,413.11
J.H. Fletcher Cem	1,500.00	-	-	-	-	-	-	1,500.00
Alonzo Reed Cem	1,500.00	-	-	-	-	-	-	1,500.00
Metcalf & Soldiers	1,300.00	-	-	-	-	-	-	1,300.00
Library Book Fund	13,000.00	-	-	-	-	-	-	13,000.00
Library Lecture Fund	30,000.00	-	-	-	-	-	-	30,000.00
Library All Purpose	17,347.58	-	-	-	-	-	-	17,347.58
Library Trustee	61,137.50	-	-	-	-	-	-	61,137.50
Ellen Rainville Educ	84,355.00	-	-	-	-	-	-	84,355.00
Library Benefactors Trust	5,364.00	-	-	-	-	-	-	5,364.00
Whitney Shade Tree	2,500.00	-	-	-	-	-	-	2,500.00
Whitney Education	10,000.00	-	-	-	-	-	-	10,000.00
Total Non Spendable	794,971.69	32,150.00	-	-	-	-	-	827,121.69
Expendable Trusts:								
820 Conservation Fund	700,326.56	-	(5,981.53)	(7,103.00)	190,000.00	-	-	877,242.03
Conservation-Salamander	44,565.01	-	(615.32)	(3,100.00)	-	-	-	40,849.69
Cemetery Perpetual Care	70,640.48	-	(6,760.85)	-	-	-	-	63,879.63
Charles Colburn Cem	4,241.16	-	(69.80)	(17.99)	-	-	-	4,153.37
William Wright Cem	6,309.67	-	(137.29)	(17.99)	-	-	-	6,154.39
Lyman Wilkins Cem	5,036.10	-	(78.38)	(17.99)	-	-	-	4,939.73
J.H. Fletcher Cem	3,530.97	-	(61.21)	(17.99)	-	-	-	3,451.77
Alonzo Reed Cem	3,632.79	-	(62.43)	(17.99)	-	-	-	3,552.37
Metcalf & Soldiers	4,038.27	-	(64.94)	(17.98)	-	-	-	3,955.35
Library Book Fund	1,020.04	-	(176.71)	(400.00)	-	-	-	443.33
Library Lecture Fund	5,591.85	-	(431.34)	-	-	-	-	5,160.51
Library All Purpose	1,439.45	-	(229.46)	(130.00)	-	-	-	1,079.99
Library Trustee	7,491.62	-	(839.86)	(420.00)	-	-	-	6,231.76
J.V. Fletcher Library	25,486.48	-	(308.89)	-	-	-	-	25,177.59
Ellen Rainville Educ	10,082.74	-	(1,159.56)	(744.00)	-	-	-	8,179.18
Library Benefactors Trust	87,715.40	-	(1,128.13)	-	-	-	-	86,587.27
Whitney Shade Tree	20,985.27	-	(284.63)	-	-	-	-	20,700.64
Whitney Playground	36,451.80	-	(562.98)	-	-	-	-	35,888.82
Affordable Housing Trust	660,500.66	-	(4,060.27)	(29,000.00)	332,874.00	-	-	960,314.39
Capital Stabilization Fund	531,607.34	-	(1,890.44)	-	550,000.00	(505,000.00)	(75,000.00)	499,716.90
Cap Stab - Fire Training Tower	-	-	1,027.21	-	-	-	75,000.00	76,027.21
Health Stabilization Fund	720,637.09	-	242.59	-	-	(720,879.68)	-	-
Stabilization Fund	5,453,354.67	-	(66,092.70)	-	-	-	-	5,387,261.97
OPEB Stabilization Fund	9,220,580.63	-	(675,679.37)	-	947,957.00	-	-	9,492,858.26
Water OPEB Stabilization	1,163,831.55	-	(74,044.50)	-	30,000.00	(29,511.00)	-	1,090,276.05
Total Expendable	18,789,097.60	-	(839,450.79)	(41,004.93)	2,050,831.00	(1,255,390.68)	-	18,704,082.20
TOTAL TRUST	19,584,069.29	32,150.00	(839,450.79)	(41,004.93)	2,050,831.00	(1,255,390.68)	-	19,531,203.89

TOWN ACCOUNTANT – CONTINUED

Custodial Fund Activity - FY 2022						
		Balance			Transfers	Transfers
		July 1, 2021	Receipts	Expenditures	In	Out
890	Performance Bonds	261,680.37	5,044.99	(111,418.59)	-	(1.33)
	Developer Escrow	218,289.34	102,757.09	(35,002.66)	-	-
	Rail Tree Hill	5,271.82	-	-	-	-
	Villanova Drive Deposit	9,294.01	-	-	-	-
	Cumberland Farm Deposit	3,300.00	-	-	-	-
	Vose Hill Road	959.39	-	-	-	-
	Police-Outside Details	(92,905.56)	-	-	92,905.56	-
	License to Carry	9,092.50	19,575.00	(20,662.50)	-	-
	Police-Holding Account	88,357.38	-	(15,938.00)	-	(15,938.00)
	Fire-Outside Details	(1,870.00)	-	-	1,870.00	-
	Student Activity	322,306.71	946,019.10	(941,980.88)	-	-
	TOTALS	823,775.96	1,073,396.18	(1,125,002.63)	94,775.56	(15,939.33)
	Student Activity-Rita Miller	430.45	5,327.72	(4,034.81)	-	-
	Student Activity-Nabnasset	8,156.16	987.63	-	-	-
	Student Activity-Robinson	567.38	1,430.65	-	-	-
	Student Activity-Abbot	9,065.52	8,461.17	(5,292.03)	-	-
	Student Activity-Crisafulli	1,084.53	3,200.31	(2,107.00)	-	-
	Student Activity-Norman Day	5,666.46	10,261.58	(11,748.72)	-	-
	Student Activity-Blanchard	12,093.39	64,117.25	(62,486.85)	-	-
	Student Activity-Stonybrook	55,303.77	77,918.75	(83,810.46)	-	-
	Student Activity-Westford Acad	229,939.05	774,314.04	(772,501.01)	-	-
	Total Student Activity	322,306.71	946,019.10	(941,980.88)	-	-

# TOWN AND SCHOOL SAFETY TASK FORCE

The Town and School Safety Task Force (TSSTF) was created on August 28, 2018, in the wake of the Parkland shooting tragedy to assess the safety of our school and town facilities, and make recommendations to bring our safety levels up to best practice.

The Task Force recognized early that we needed to look broadly at the risks faced by our students, staff, families, and residents and consider wellness beyond physical safety against an intruder. Many of our residents face threats of domestic violence, addiction, and self-harm and comprehensive safety required focus on these areas as well.

The primary work of the Task Force for the first two years focused on physical infrastructure improvements, including:

- emergency communication
- exterior access control to manage access to facilities
- interior access control to manage an intruder event with minimum harm

These improvements are now largely implemented, with a few remaining items to complete.

After the tragedy in Uvalde, Texas in May 2022, the TSSTF considered if there were any lessons learned that we should address in Westford. This led to a few additional recommendations, including increased budget for training, which were approved by the Select Board and funded using American Rescue Plan Act (ARPA) funding.

The Task Force's work promoting community wellness culminated with the creation of the Community Wellness Coordinator position to provide outreach and education to the Westford community about the availability of programming and services to support individual and family well-being. The Coordinator will increase overall awareness of community supports by sharing wellness information and resources, with a focus on mental health and substance use disorders with town departments, schools, and community groups.

The Task Force is now assessing any remaining needs related to safety and wellness, and will make recommendations on how best to monitor these important issues going forward.

Other resources and documents can be found on the Task Force's webpage, [westfordma.gov/1138](https://westfordma.gov/1138).

**G. Thomas Clay**  
**J. Scott Hazelton**  
*Co-Chairs*

**Mark Chambers**  
**Christopher Chew**  
**Dennis Galvin**  
**Omogbemile Augustina Garrett**  
**Emily Gilstrap**  
**Susan Hanly**  
**Denise Pigeon**  
**Albert Prescott**  
**Christopher Sanders**

# TOWN CLERK

## **Registrars: Census and Elections**

FY 2022 brought about the results of the 2020 Federal Census and gave Westford an added precinct because of the increase in our population to 24,643 residents. With the addition of another precinct, it became an opportunity to examine our polling locations. A working group was formed consisting of School Committee Chair Chris Sanders, Assistant Town Clerk Andy Sherman, Dina Donahue of the Board of Registrars, Pat Reppucci of the Commission on Disability, and Election Wardens Paul Murray and Lynn Cohen, along with the Town Clerk. After extensive discussion, touring potential polling locations, and an appearance before the School Committee, three options were presented to the Select Board: 1) All seven precincts housed at Westford Academy; 2) four precincts at Westford Academy and three at Stony Brook School; and 3) three precincts at Westford Academy, two precincts at Stony Brook, and two precincts at Abbot.

The Select Board voted for the second option, to move four precincts to the Academy and three precincts to Stony Brook. The annual Town Election was the “trial run” and was met with mostly favorable response by poll workers and voters. We will continue to modify the setups and explore the possibility of establishing all seven precincts at the Academy.

In addition to its new polling locations, the town used new voting machines, the ImageCast ICP2, at the Town Election. The AccuVote machines that have been used since 1999 are being phased out by the supplier. Replacement parts were no longer being manufactured, so the time had come to purchase new machines.

The pandemic caused changes in voting too. Early Voting was instituted in 2016 and the Vote By Mail option came along in 2020. Both options have been very well received, and it is anticipated that the Legislature will vote to continue them because of their overall popularity throughout the state.

With only the Town Election and two Town Meetings during this fiscal year, the office was able to rest and regroup after the previous very busy presidential year, which was made more difficult due to the ongoing pandemic. The ballot drop box that had been installed outside by the back door of Town Hall was well used. It can also be used for census returns, dog license requests, and correspondence with our office as well as for ballots.

The Special Town Meeting and the Annual Town Meeting were once again held outdoors at Westford Academy’s Trustee Field, where folks could social distance safely.

We are grateful for the dedication and hard work of our election workers, especially during this pandemic. Election officers work long hours to bring election day to the voters at the polls. Regardless of turnout, they spend the better part of 7.5 hours (working in two shifts) ready to assist voters at all seven precincts. There is an incredible amount of teamwork that goes into running elections. A very special thank-you to all of those who helped with the election and Town Meetings during another challenging year. Many thanks go out to school personnel, especially custodians, for their hard work in setting up and taking down the polling places and being available while polls are open. We are grateful for police officers who maintain a presence at the polls to protect the integrity of the election process, a role

**Patricia Dubey**  
*Town Clerk*

**Andrew Sherman**  
*Assistant Town Clerk*

**Alyssa Ingalls**  
*Records Supervisor*

**Marilyn Frank**  
*Administrative Assistant*

TOWN CLERK — CONTINUED

that is so often taken for granted, because they do it so effortlessly. I couldn’t have done it without all of them, and most especially my hardworking staff, Andy, Marilyn, and Alyssa.

This chart shows how voters registered in FY 2022 along with the total voters currently registered for each party and political designation.

Party/Political Designation	Party Code	New Registrations during FY 2022	Total Voters Registered as of 6/30/2022
America First Party	V	1	1
American Independent	Q	0	4
American Term Limits	BB	0	2
Conservative	A	0	7
Constitution Party	K	0	1
<b>Democrat*</b>	D	0	3,674
Green Party USA	G	0	1
Green-Rainbow	J	0	10
Interdependent 3 <sup>rd</sup> Party	T	0	7
<b>Libertarian*</b>	L	0	50
Mass Independent Party	O	0	7
Pirate Party	X	0	3
Pizza Party	AA	1	3
<b>Republican*</b>	R	0	1,791
Reform	E	1	1
Socialist	S	0	1
<b>Unenrolled**</b>	U	362	12,154

\* **Political Party.** Political parties hold primaries. Voters enrolled in a political party may only vote in their party’s primary. Voters not enrolled in either party or in a political designation are allowed to participate in the primary of their choosing.

\*\* **Unenrolled Voters.** Registered voters who have not selected a political party or designation are called Unenrolled voters. This is often referred to as an “independent” or “unaffiliated” voter.

Extended voter registration sessions are held 20 days before elections and the Annual Town Meeting and 10 days before a Special Town Meeting, usually at the Town Clerk’s office.

Polling places are as follows:

- Precinct 1 Westford Academy, 30 Patten Road
- Precinct 2 Stony Brook School, 9 Farmer Way
- Precinct 3 Westford Academy, 30 Patten Road
- Precinct 4 Westford Academy, 30 Patten Road
- Precinct 5 Stony Brook School, 9 Farmer Way
- Precinct 6 Stony Brook School, 9 Farmer Way
- Precinct 7 Westford Academy, 30 Patten Road



## TOWN CLERK — CONTINUED

### Civic Engagement

Many thanks to the League of Women Voters in town. In addition to their organizing Town Meeting Previews and Candidates' Nights, many League members have helped us recruit election workers and some work at the polls. Few communities are as lucky as Westford to have such positive energy focused on civic engagement.

### Vital Statistics

Vital statistics are reported on a calendar year basis. The table that follows shows figures over the last several years. The Town Clerk's office has custody of vital records dating back to 1729, the time of the Town's incorporation. Early records are available on microfilm at the J.V. Fletcher Library.

	CY 2016	CY 2017	CY 2018	CY 2019	CY 2020	CY 2021
<b>Births</b>	148	163	145	144	169	161
<b>Marriages</b>	61	66	62	59	82	58
<b>Deaths</b>	183	167	176	130	201	170

### At the Counter

In addition to issuing certified copies of vital records and dog licenses, the Town Clerk's office is responsible for filing applications and decisions made by the Planning Board and Board of Appeals. The Town Clerk's office works closely with the Permitting office to ensure that information is properly filed and available to the public as soon as possible.

The Town Clerk's office issues several types of licenses that are reported on a fiscal year basis, unless otherwise noted to better reflect revenues. Statistics over the last several years are listed below.

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Bulk Stickers</b>	3,127	4,071	2,610	4,640	6,235	5,908
<b>Business Certificate</b>	100	149	79	136	124	111
<b>Dogs</b>	2,615	2,633	2,528	2,349	2,662	1,913
<b>Flammable Storage Registration</b>	36	35	37	37	40	36*
<b>Raffle Permits</b>	8	6	6	8	4	12
<b>Certified Copies of Vital Records</b>	1,398	1,264	989	1,299	1,171	1,546

\* Calendar year

### Select Board Annual Licensing

Alongside his duties as Assistant Town Clerk, Andy Sherman provides administrative support to the Select Board for its annual licensing. The tables below show annual licensing payments that were received for the processing of applications and/or renewals:

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>All Alcohol Club</b>	7	7	7	7	7	7
<b>All Alcohol Package Store</b>	7	7	7	7	7	7
<b>All Alcohol Innholder</b>	2	2	2	2	2	2
<b>All Alcohol Restaurant</b>	21	21	18	18	16	18
<b>Beer &amp; Wine Package Store</b>	5	5	5	5	5	5
<b>Beer &amp; Wine Restaurant</b>	4	5	5	4	3	0

## TOWN CLERK — CONTINUED

	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
<b>Common Victualler</b>	56	57	54	57	54	31
<b>Automatic Amusement</b>	126	126	136	136	125	136
<b>Class I New Car</b>	1	1	1	1	1	1
<b>Class II Used Car</b>	9	9	10	5	7	8
<b>Class III Junk Car</b>	1	1	0	0	0	0

### Meetings

Meetings of governmental bodies are open to the public and are handicap accessible. Executive (closed) sessions are allowed under the Open Meeting Law for reasons that must be stated in the agenda. Meeting agendas are posted on the town website and at Town Hall in the back vestibule that is open and accessible to the public 24 hours a day. Agendas are posted at least 48 hours in advance of the meeting and may be emailed to [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov). Minutes are available online through the town's Document Management system: [westfordma.gov/767](http://westfordma.gov/767) and in the Town Archives at the Town Clerk's office as soon as they are approved by the board/committee.

### Boards and Committees

Civic involvement in Westford is still going strong thanks to the hundreds of residents who volunteer time from their busy lives to help continually improve our wonderful community. Committee membership is printed in the front of this book and is also available online at [data.westfordma.gov/bc](http://data.westfordma.gov/bc). Boards and committees are subject to the Open Meeting and Conflict of Interest laws.

Appointment letters, oaths of office, and Open Meeting and Conflict of Interest law acknowledgments are all preserved in the Town Clerk's office and are carefully tracked by Marilyn Frank. Elected officials have the additional requirement of filing campaign finance forms.

Board and committee information is available online at [data.westfordma.gov/bc](http://data.westfordma.gov/bc).

### Volunteers

We are greatly indebted to our volunteers who take on time-consuming tasks in order to help us keep up with the workflow. Without them, we would be working nights and weekends to meet our census, dog license processing, election management, and records preservation goals. Special thanks as always to Barbara Murch for her dedication and efforts. Friday mornings are not the same without Barbara.

# TOWN MODERATOR

Westford has an Open Town Meeting form of government, allowing all qualified voters to assemble and legislate policy and budgets for our town. It is the purest form of democratic governing and has been in use for over 300 years in Massachusetts where it proves to be a valuable means for voters to voice their opinions and directly affect change in their communities. The Moderator presides over and regulates the proceedings, decides all questions of order, and makes public declaration of all votes.

**Angela Harkness**  
*Town Moderator*

In FY 2022 we gathered for a Special Town Meeting on October 16, 2021 and an Annual Town Meeting on June 11, 2022. Both meetings were held in the midst of the COVID pandemic but we were nevertheless able to conduct our discussions and votes outdoors on the Westford Academy football field with appropriate precautions in place. Town administration and facilities staff worked diligently to ensure the safety and comfort of the voters. Conditions were cold and windy at the Special Town Meeting and hot and sunny at the Annual Town Meeting but the voters persevered and assiduously exercised their right and responsibility to vote. In addition to providing multiple pre-meeting public service announcements, WestfordCAT broadcast both meetings live and also provided archived video of each event.

At Special Town Meeting on October 16, 2021, 225 voters attended to decide nine Articles. The meeting was called to order at 1:09 p.m. and adjourned at 2:06 p.m. Various budget transfers and capital appropriations were presented and passed. The voters also approved a revolving fund for town-owned electronic vehicle charging stations, funding for an energy audit of town facilities, funding for improvements to Byrne Place Extension, the establishment of a Health Insurance Trust Fund for town employees, and a Citizen's Petition restricting the use of motor boats on Keyes Pond.

The 293<sup>rd</sup> Annual Town Meeting on June 11, 2022 was called to order with 244 voters in attendance at 9:06 AM and was adjourned at 2:02 p.m. when business concluded. The meeting included a break during which many attendees purchased lunch from an on-site food truck. Town Meeting heard a report from Mike Berlinski, chair of the Clean Energy and Sustainability Committee, on the town's ongoing march towards net zero greenhouse gas emissions as required by a resolution passed in 2020. Significantly for the future conduct of Town Meeting, voters approved the use of hand-held electronic tabulators to count Town Meeting votes.

In addition, Town Reports were accepted, various appropriations and transfers approved, and the FY 2023 operating budget of \$126,569,270 was authorized. The meeting also voted to approve the Conservation Commission lease of Hill Orchards, appropriated funding for replacement of the Cameron Senior Center HVAC system, funded construction of a new fire training facility, approved Community Preservation Committee recommendations, and authorized certain revolving funds. Votes were taken allowing the Select Board to acquire and accept specific easements and to establish speed limits of 25 miles per hour on thickly settled roadways. Finally, it was voted that the General Bylaws be revised to discontinue the requirement that the annual Finance Committee booklet be mailed to all households.

During the year, the Moderator took part in a number of online discussions with other Moderators under the auspices of the Massachusetts Moderators Association, providing valuable insight into processes in other communities. In addition, the Moderator regularly attended meetings of the Access to Town Meeting Committee and participated in their discussions around attracting more voters. The invaluable work of this Committee,

## TOWN MODERATOR—CONTINUED

including their research and surveys of Westford voters, led to many excellent suggestions about the way we set about planning, advertising, and conducting Town Meeting. In FY 2022 some of these suggestions were implemented leading to efficiencies in the conduct of Town Meeting, the provision of more information about the Town Meeting process, and the details of specific issues being decided, all of which generated additional conversation and interest in the community. In the future we will continue to implement the ideas of this Committee which will, no doubt, positively affect the knowledge, comfort, and convenience of those present at Town Meeting with the ultimate goal of increasing attendance.

For voters with any questions about Town Meeting or ideas about how to make the process more informative, comfortable, or welcoming, please feel free to visit the Town Moderator's page at [westfordma.gov/891](https://westfordma.gov/891) or email the Moderator at [aharkness@westfordma.gov](mailto:aharkness@westfordma.gov).

# TREE WARDEN

The Tree Warden is appointed by the Town Manager and authorized by the Select Board to oversee the care, maintenance, and removal of public shade trees. The Tree Warden's responsibilities include:

**Stephen Cronin**  
*Tree Warden*

- Posting and conducting public shade tree hearings in accordance with Massachusetts General Laws Chapter 87
- Care and control of public share trees within the town right-of-way
- Authorizing the emergency removal of dead or hazardous trees within the town right-of-way
- Determining ownership of trees adjacent to the town right-of-way needing to be removed or trimmed
- Assessing the condition of trees, particularly with respect to public safety
- Approving and authorizing the planting of public shade trees
- Ensuring that utility vegetation management and hazard tree removal plans comply with town ordinances and regulations
- Issuing permits for the trimming of public shade trees within the town right-of-way that overhang private property
- Removal of all illegally erected signs or advertisements placed upon trees under the Tree Warden's jurisdiction

In FY 2022, the Tree Warden conducted four public shade tree hearings and issued one shade tree trimming permit. The town was also awarded a Municipal Vulnerability Preparedness (MVP) Action Grant in the amount of \$79,200 to develop a Tree and Invasive Species Inventory and Management Plan to help care for trees within the town's public ways.

Contact: Tree Warden, 978-399-2455, [scronin@westfordma.gov](mailto:scronin@westfordma.gov)

# 12 NORTH MAIN STREET TASK FORCE

The 12 North Main Street Task Force spent the early part of FY 2022 continuing to identify redevelopment opportunities for this historic mill property that the town took ownership of due to the non-payment of property taxes. The Task Force worked diligently on this project for roughly seven years, which included the drafting and release of several requests for proposals, coordinating the partial removal of the collapsed roofing structure, and the drafting of various grant applications. The Task Force was disbanded by the Select Board in September 2021, although efforts related to this project continue.

During FY 2022, the town received a \$240,000 Brownfields grant from MassDevelopment to begin the cleanup of hazardous materials discovered in the soil on the exterior of the property. In FY 2023, the town intends to seek a \$500,000 grant from the U.S. Environmental Protection Agency’s Brownfields Cleanup Grant Program.

Webpage: [westfordma.gov/356](http://westfordma.gov/356)

- Jane Hughes

Chair
- Nancy Cook

Vice-Chair
- Thomas Barry

Nancy Bissell

Jane Calvin

Robert Downing

David Gutbrod

Eric Heideman

Jeff Morrisette

Andrea Peraner-Sweet

Jeff Stephens

James Vanbever

Robert Waskiewicz
- William Nussbum

Alternate

# VETERANS SERVICES DEPARTMENT

*This office is not affiliated with the US Department of Veterans Affairs or the Massachusetts Department of Veterans' Services.*

**Ryan Cobleigh**  
*Veterans Service Officer/  
Veterans Agent*

## **Programs and Services**

The Veterans Services office is located at the Millennium Building located behind Abbot School at 23 Depot Street.

The town of Westford's Department of Veterans Services serves as an advocate for all veterans and their dependents. The department advises residents as to the availability of federal and state services and benefits to which they are entitled and provides financial assistance to qualifying veterans, surviving spouses, and their dependents. The department also administers services and financial assistance under the provisions of MGL Chapter 115 and Code of Massachusetts Regulations (CMR 108). Many times, we can assist with locating jobs with our state partners at the Career Centers.

This office is normally able to assist veterans who are unable to locate their discharge papers. We also will work with the National Archives to obtain discharge papers that are not found in the Massachusetts collection. Expedited service is available for any immediate needs.

## **Summary**

According to the Street Listing, Westford has 728 veterans who may be eligible for benefits along with surviving spouses of veterans. The area Veterans Health Administration (VA) medical facilities have increased support over the years for returning troops with special programs that address physical and psychological concerns encountered during their time in the service. We have some of the best VA medical centers in Boston, Bedford, and Manchester that also host the community-based clinics scattered throughout New England. Most of our veterans are reporting excellent care from the VA.

During the last reporting period, the VA paid over \$49,923 every month in disability, compensation, and pension benefits to Westford residents. *Every* veteran is encouraged to get enrolled and introduced to the medical services available to them via the VA healthcare system. While VA healthcare does not replace a veteran's "civilian" healthcare services it will supplement their existing coverage. In many cases, the veteran may have zero co-pay for medications. Some may get their hearing aids or eyeglasses for free if eligible.

In FY 2022, 105 residents/veterans received MGL Chapter 59, Section 5 Clause 22(a-f) exemptions resulting in over \$169,000 reduction of their property taxes.

In this reporting period, we managed numerous inquiries from our veterans and their families. Many were handled quickly while others expanded into applications for state and/or federal benefits. We currently have several active Chapter 115 recipients who receive monthly financial assistance. In FY 2022, approximately \$18,000 in Chapter 115 funds went to residents who qualified; 75% of this amount is reimbursed by the Commonwealth.

We continue to photographically document many of the deceased Westford veterans' grave markers/headstones in an online database ([data.westfordma.gov/vets](https://data.westfordma.gov/vets)). This information is updated on the Find A Grave [website](#) as well. Many gravesites are geo-marked so that those with smartphones can almost walk right to the veteran's gravesite. This is an ongoing project.

## VETERANS SERVICES DEPARTMENT—CONTINUED

This past Christmas holiday season, a local resident, Robin Pawlowski, organized a Wreaths Across America fundraising effort to place holiday wreaths on the graves of veterans at Fairview, Russian Brotherhood, and Pine Grove Cemeteries. A group of volunteers placed over 1,200 wreaths on the graves. The largest donor this year and last was KDK Foundation. To learn more about this program or donate to this effort, go to [wreathscrossamerica.org/MA0049](http://wreathscrossamerica.org/MA0049), or contact Robin at 506-341-5671 or [pawlowskirobin@gmail.com](mailto:pawlowskirobin@gmail.com).

The American flags on veterans' gravesites are put in place before Memorial Day and removed after Veterans Day each year by the members of Frederick S. Healy American Legion Post 159 and other volunteers. This schedule was put in place so that the flags are not buried in the snow during the harsh winter months. Every attempt is made to honor a veteran in this way but occasionally we miss a veteran grave, or the flag is missing. Please do not hesitate to contact the Veterans Services Department to address this issue.

This department cannot speak highly enough of the many residents who have volunteered to support us this year and years past with their time and effort towards our veterans' holiday programs. Thanks to our other town departments in coordinating services to the veteran community, making sure they can tap into any of the resources available to them.

Please check our internet presence at the following links:

Westford Veterans Services homepage: [westfordma.gov/veterans](http://westfordma.gov/veterans)

Westford Military Burial Index: [data.westfordma.gov/vets](http://data.westfordma.gov/vets)

Westford Honor Roll: [data.westfordma.gov/honorroll/](http://data.westfordma.gov/honorroll/)

Facebook: [Westford Veterans Services](https://www.facebook.com/WestfordVeteransServices)

Veterans Services staff FY 2022:

Director – Ryan Cobleigh

Senior Assistant – Heather Monahan



# WATER DEPARTMENT

The Westford Water Department employs a staff of 15 to manage and maintain the water system and its resources. The full-time superintendent and a three-member Commission with one alternate are responsible for the Department, which is charged by the town to provide safe, high-quality, uninterrupted water at a reasonable pressure. The Water Department must also adhere to water quality requirements established by the U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Protection (MassDEP). The Board of Water Commissioners typically meets once a month. To have a topic added to the agenda notify the Business Manager by no later than 48 hours prior to the meeting date. You can visit the Water Department's website at [westfordma.gov/507](https://westfordma.gov/507) for more information.

**Board of Water Commissioners**  
**Hugh C. Maguire**  
*Chair*

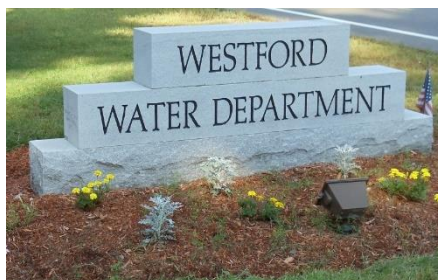
**Titus Palmer**  
*Vice-Chair*

**Chauncey Chu**  
*Secretary*

**Tim Hall**  
*Alternate*

## Water Department Staff

Mark Warren, Superintendent\*  
Dave Crocker, Operations Manager  
Douglas Yargeau, Environmental Compliance Manager  
Paul (Pip) Ricard, Foreman  
Wayne Beauregard, Foreman, Specialist  
Rob Daley, Scott Harkins, Joe Emerson,  
Keith McLaughlin, Ryan Livermore,  
Licensed Well Specialists  
Jesse McLaughlin, Utilities Specialist  
Sandra Kane, Records Supervisor II  
Dianne Tyman, Records Supervisor I/Billing  
Susan Silvia, Records Supervisor I/Collections



\*Mark Warren was named Superintendent in January 2022, working previously as Interim Superintendent since April of 2021.

## Town Farm Tank Rehabilitation Project

Restoration of the Town Farm water storage tank was completed in the fall of 2021. Work consisted of restoration of the interior and exterior coatings of the 430,000-gallon standpipe tank, installation of a new mixing system, installation of OSHA compliant manways, site improvements including tree clearing, and installation of a new perimeter fence and access road improvements.

## Oak Hill Water Main Improvement Project

Construction for Phase II of the Oak Hill, Plain, and Moore Roads Water, Stormwater, and Transportation Infrastructure Improvement Project began in spring 2022. Activities include upgrades to drainage, roadway improvements, addition of sidewalks, upgrades to pedestrian crossings, and full roadway re-paving within the project area. The water portion of the project will involve replacement of existing cast iron and cement water main with a 12-inch ductile iron main. Installation of the larger diameter main will improve flow and water quality and reduce water age. (Water age refers to the length of time from the treatment plant until it is used, and can contribute to water quality issues.)

## **WATER DEPARTMENT — CONTINUED**

### **Stony Brook Flow Restoration Project Continuation**

The Westford Water Department was a joint recipient of a MassDEP Water Management Act Grant in FY 2022. This grant provided funding for a fifth phase of the Stony Brook Flow Restoration Project with the objective of assessing opportunities for improved streamflow in the Stony Brook watershed through development of a coordinated Streamflow Restoration Plan. The project included stakeholder meetings, low-flow release analysis, completion of Spectacle Pond valve automation, and calibration of project hydrologic and hydraulic models. A final report detailing the project activities and recommendations was prepared and provided to the Westford Water Department.

### **Rain Barrel Sale**

The Water Department partnered with Great American Rain Barrel of Hyde Park, MA for a rain barrel sale in the spring of 2022. Rain barrels can be connected to a home's downspout to collect rainwater for lawn and garden irrigation. These devices serve as an effective means to conserve water and to reduce storm runoff. A total of 54 rain barrels were sold in FY 2022 under the Westford community program, making it the most successful rain barrel sale to date. The Water Department anticipates continued participation in the annual community rain barrel program.

### **Infrastructure Improvement**

- Replaced 4 fire hydrants
- Added 2 fire hydrants

### **Perchlorate Investigation and Treatment**

The Water Department continued its active role in the ongoing perchlorate remediation and treatment project operation of the Highway Garage Perchlorate Treatment plant and took on additional monitoring functions.

### **Per-and Polyfluoroalkyl Substances (PFAS) Investigation and Treatment**

After finding elevated concentrations of the drinking water contaminant PFAS at the Country Road well, the Water Department immediately removed the well from service and investigated possible sources of contamination and temporary treatment at the well.

### **Public Outreach**

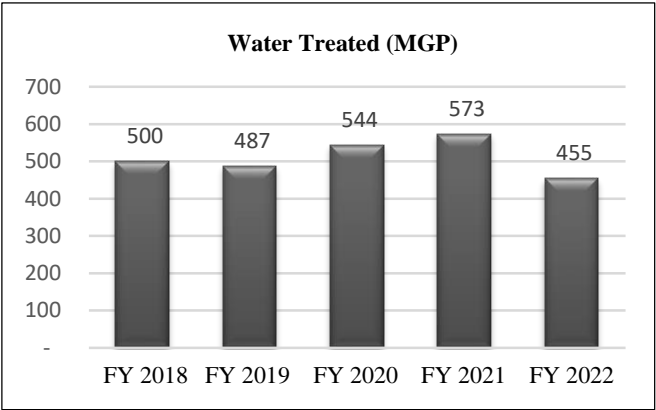
The Water Department continued its public outreach efforts in FY 2022 which included the biannual newsletter "Resource," and the annual Consumer Confidence Report (CCR), which informs the public about water quality issues, pollution prevention, water conservation tips, backflow prevention, and Water Department changes.

# WATER DEPARTMENT — CONTINUED

## Treated Water Usage at a Glance (million gallons pumped)

Month	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022
July	56.513	70.39	62.68	67.13	51.97
August	58.527	54.81	63.30	69.45	59.15
September	49.294	50.68	54.72	62.52	48.81
October	41.560	36.70	41.18	45.03	43.62
November	31.541	31.80	32.93	33.83	32.94
December	31.555	31.97	33.73	35.60	32.79
January	31.901	32.81	33.68	34.27	33.27
February	28.015	28.71	30.18	31.15	30.15
March	31.327	33.50	33.22	35.33	35.22
April	31.347	33.42	32.51	35.46	35.43
May	44.219	37.39	50.44	53.11	21.56
June	64.088	44.37	75.33	70.44	30.56
Total	499.887	486.56	543.911	573.32	455.47

Note: The fiscal year (FY) runs from July 1 through June 30.



MGP = million gallons pumped

## Water Department Statistics

Total system water storage capacity = 5.28 million gallons

### FY 2022 number of:

Total Water Dept. fire hydrants	1,105	Service leaks renewed or repaired*	23
Total active accounts	5,915	Total miles water main	138.8
New accounts	154	Water main breaks and repairs	2

\*A service renewal is replacement of the line from the water main to the customer meter. A service leak is located within the line from the main to the customer meter.

Note: Calendar-year statistics are reported in the annual Westford Water Department Consumer Confidence Report.

# ZONING BOARD OF APPEALS

## Staff

Jeffrey Morrisette – Director of Land Use Management  
Joseph Giniewicz – Town Planner  
Sierra Pelletier – Assistant Planner  
Erin Toothaker – Permitting Program Assistant

The Zoning Board of Appeals (BOA) typically meets at 7:00 p.m. on the third Wednesday of each month in Meeting Room 201 at Town Hall. Meetings are open to the public and are televised on Westford Community Access Television ([westfordcat.org](http://westfordcat.org)). WestfordCAT broadcasts are also available for viewing online on their YouTube channel ([youtube.com/@WestfordCAT](https://youtube.com/@WestfordCAT)). Recordings of the meetings are generally made available on WestfordCAT and YouTube within a few days of the meeting date.

There was one active lawsuit involving the BOA as of June 30, 2021, relating to the 11 Brookside Road application for the construction of a Personal Wireless Service Facility (Cell Tower).

Throughout FY 2022, the BOA held 12 regular meetings, no executive sessions, and no special meetings. The Board acted on 29 applications, with some consisting of multiple petitions. Some examples of requests included the following:

- Variances for additions to homes or accessory structures that do not meet setback standards
- Variances to allow uses not otherwise permitted by the Zoning Bylaw
- Variances authorizing deviations from Accessory Dwelling Units (ADUs) standards
- Special Permits to create ADUs
- Special Permits for the demolition and reconstruction of non-conforming structures
- Special Permits for the alteration of non-conforming structures
- Special Permits for the Conversion of a Dwelling
- Modifications to prior approvals

Additionally, in conjunction with the Planning Board and Planning staff, the Board of Appeals worked on drafting amendments to the Accessory Dwelling Unit Zoning Bylaw. The Board voted in May 2022 to recommend this article to Special Town Meeting in October 2022.

Board of Appeals decisions issued between July 1, 2021 and June 30, 2022:

<b>BOA Petitions</b>	<b>Approved</b>	<b>Denied</b>	<b>Withdrawn</b>	<b>Total</b>
Variances*	13	0	3	16
Special Permits**	18	0	2	20
Modifications	2	0	0	2
Determination of Non-Substantive Change (Minor Modification)	4	0	0	4
Appeal of Administrative Decision	0	0	0	0
Authorization of Administrative Approval	0	0	0	0
Comprehensive Permits (40B) <sup>1</sup>	0	0	0	0
<b>Totals</b>	<b>36</b>	<b>0</b>	<b>6</b>	<b>42</b>

<sup>1</sup>One modification was to a Comprehensive Permit; no new Comprehensive Permits.

**Scott MacKay**  
*Chair*

**Jay Enis**  
*Vice-Chair*

**James Kazeniac**  
*Clerk*

**Scott Fitzgerald**  
**Paul MacMillan**

*Alternate Members*  
**Daniel Britko**  
**David Earl**

# ZONING BOARD OF APPEALS—CONTINUED

\*Summary of variances granted

8	Setbacks (2 side yard, 2 front yard, 3 rear yard, 1 distance between structures)
1	Allow a use not otherwise authorized by the Zoning Bylaw
4	Deviations from ADU standards

\*\*Summary of Special Permits Granted

5	Non-conforming Uses or Structures
6	Reconstruct a non-conforming structure with larger volume, area, and/or footprint
5	Accessory Dwelling Units
2	Conversion of a Dwelling

## Who is the Board of Appeals?

The Zoning Board of Appeals is a quasi-judicial body chartered under the Massachusetts Zoning Act (Chapter 40A and 40B) and Westford’s Zoning Bylaw. Membership consists of five regular voting members and two alternate members, all appointed by the Select Board. The BOA plays a role in regulating land use and development in town by hearing applications for relief from standards in the town’s Zoning Bylaw through variances, special permits, appeals of decisions of the Building Commissioner, and comprehensive permits for mixed-income developments in accordance with M.G.L. Chapter 40B. Westford has surpassed the state’s goal under M.G.L. Chapter 40B that more than 10% of housing units in a municipality (including both rental and ownership) be listed on the state’s Subsidized Housing Inventory (SHI) for affordable units. As of April 2022, the state’s SHI listing for the Westford was 13.94%.

Webpage: [westfordma.gov/295](https://westfordma.gov/295)

## GENERAL MEETING TIMES OF BOARDS AND COMMITTEES

*The chart below lists the meeting times and locations of those town boards and committees that generally hold regularly scheduled meetings. However, their meeting times and locations are subject to change.*

*For up-to-date information about all boards' and committees' meetings and agendas, check the town's Agenda Center webpage, [westfordma.gov/agendacenter](http://westfordma.gov/agendacenter), or the bulletin board inside Town Hall's back door, or contact the Town Clerk's office at [townclerk@westfordma.gov](mailto:townclerk@westfordma.gov) or 978-692-5515. Instructions for accessing meetings held remotely are included on meeting agendas.*

Board/Committee	Day of the Month	Time	Location
Affordable Housing Trust	1 <sup>st</sup> Wednesday	7:00 p.m.	Westford Housing Community Room, 65 Tadmuck Rd.
Board of Health	2 <sup>nd</sup> Monday	6:00 p.m.	Town Hall, 55 Main St.
Capital Planning Committee	Friday (Sept.–Feb.)	8:30 a.m.	Town Hall, 55 Main St.
Cemetery Commission	2 <sup>nd</sup> Thursday	8:30 a.m.	Pine Grove Cemetery Office, 68 Forge Village Rd.
Clean Energy and Sustainability Committee	4 <sup>th</sup> Wednesday	7:30 p.m.	As posted.
Commission on Disability	4 <sup>th</sup> Thursday	7:00 p.m.	As posted.
Conservation Commission	2 <sup>nd</sup> & 4 <sup>th</sup> Wednesday	7:00 p.m.	Town Hall, 55 Main St.
Council on Aging	3 <sup>rd</sup> Wednesday	4:00 p.m.	Cameron Senior Center, 20 Pleasant St.
Economic Development Committee	3 <sup>rd</sup> Thursday	8:15 a.m.	Town Hall, 55 Main St.
Housing Authority	2 <sup>nd</sup> Thursday	6:00 p.m.	Alternates between the Sargent School, 7 Cross St. and Westford Housing Community Room, 65 Tadmuck Rd.
Library Trustees	1 <sup>st</sup> Monday	7:00 p.m.	J. V. Fletcher Library, 50 Main St.
Nashoba Valley Technical High School District School Committee	2 <sup>nd</sup> Tuesday	7:30 p.m.	Nashoba Valley Technical High School, 100 Littleton Rd.
Parks and Recreation Commission	1 <sup>st</sup> Monday	6:30 p.m.	Roudenbush Community Center, 65 Main St.

# GENERAL MEETING TIMES OF BOARDS AND COMMITTEES

—CONTINUED

Board/Committee	Day of the Month	Time	Location
Planning Board	1 <sup>st</sup> & 3 <sup>rd</sup> Monday	7:00 p.m.	Town Hall, 55 Main St.
Recycling Commission	2 <sup>nd</sup> Thursday	7:00 p.m.	Town Hall, 55 Main St.
School Committee	Every other Monday	7:00 p.m.	Millennium School, 23 Depot St.
Select Board	2 <sup>nd</sup> & 4 <sup>th</sup> Tuesday	7:00 p.m.	Town Hall, 55 Main St.
Water Commission	3 <sup>rd</sup> Tuesday or Thursday	9:00 a.m.	Water Dept. Operations Center, 60 Forge Village Rd.
Zoning Board of Appeals	3 <sup>rd</sup> Wednesday	7:00 p.m.	Town Hall, 55 Main St.

## DIRECTORY OF TOWN DEPARTMENTS

Department	Address	Office Hours	Main Phone/Email
Animal Control Department	Town Hall 55 Main St.	Leave message or call Police Dispatch (emergency only)	978-692-4574 978-399-2345 <a href="mailto:animalcontrol@westfordma.gov">animalcontrol@westfordma.gov</a>
Assessing Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5504 <a href="mailto:assessors@westfordma.gov">assessors@westfordma.gov</a>
Building Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5527 <a href="mailto:hfontaine@westfordma.gov">hfontaine@westfordma.gov</a>
Cemetery Department	Pine Grove Cemetery Office 68 Forge Village Rd.	M-F, 7 a.m.-3:30 p.m.	978-692-5526 <a href="mailto:cemetery@westfordma.gov">cemetery@westfordma.gov</a>
Community Wellness	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2503 <a href="mailto:nlaviolette@westfordma.gov">nlaviolette@westfordma.gov</a>
Council on Aging/Cameron Senior Center	20 Pleasant St. P.O. Box 2223	M-F, 8 a.m.-4 p.m.	978-692-5523 <a href="mailto:jlclaro@westfordma.gov">jlclaro@westfordma.gov</a>
Emergency Management Agency	<i>Contact Public Safety Communications Department to be connected to an Emergency Management Director</i>		978-399-2345
Engineering Department	Town Highway Facility, 28 North St.	M-F, 7:30 a.m.- 3:30 p.m.	978-692-5520 <a href="mailto:pstarratt@westfordma.gov">pstarratt@westfordma.gov</a>
Facilities Department	Millennium School 23 Depot St.	M-F, 8 a.m.-4 p.m.	978-399-2435 <a href="mailto:jgoodwin@westfordma.gov">jgoodwin@westfordma.gov</a>
Finance Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2573 <a href="mailto:odonnell@westfordma.gov">odonnell@westfordma.gov</a>
Fire Department	65 Boston Rd. P.O. Box 296	M-F, 8 a.m.-4 p.m. (dispatch 24 hours/day)	Business: 978-692-5542 Emergencies: 911
GIS Department	Town Highway Facility, 28 North St.	M-F, 8 a.m.-4 p.m.	978-399-2533 <a href="mailto:ccoutu@westfordma.gov">ccoutu@westfordma.gov</a>
Health Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5509 <a href="mailto:rdick@westfordma.gov">rdick@westfordma.gov</a>
Highway Department	Town Highway Facility, 28 North St.	M-F, 7 a.m.-3:30 p.m.	978-692-5520 <a href="mailto:whighway@westfordma.gov">whighway@westfordma.gov</a>
Housing Authority	65 Tadmuck Rd.	M-F, 8:30 a.m.- 1:30 p.m.	978-692-6011 <a href="http://westfordhousing@westfordma.gov">westfordhousing@westfordma.gov</a>



## DIRECTORY OF TOWN DEPARTMENTS—CONTINUED

Department	Address	Office Hours	Main Phone/Email
Human Resources Department	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2915 <a href="mailto:phicks@westfordma.gov">phicks@westfordma.gov</a>
J. V. Fletcher Library	50 Main St.	M-Th 10 a.m.-9 p.m. Fri 1 p.m.-5 p.m. Sat 10 a.m.-5 p.m. Sun 2 p.m.-5 p.m. (Jan-April)	978-692-5555 <a href="mailto:westfordlibrary@westfordma.gov">westfordlibrary@westfordma.gov</a>
Land Use Management	Town Hall 55 Main St	M-F, 8 a.m.-4 p.m.	978-692-5524 <a href="mailto:jmorrisette@westfordma.gov">jmorrisette@westfordma.gov</a>
Museum	2-4 Boston Rd.	Sun 1 p.m.-3 p.m. Office hours: M,W,F, 9 a.m.-1 p.m.	978-692-5550 <a href="mailto:director@museum.westford.org">director@museum.westford.org</a>
Police Department	53 Main St.	M-F, 8 a.m.-4 p.m. (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
Public Safety Communications Department	53 Main St.	M-F, 8 a.m.-4 p.m. (dispatch 24 hours/day)	Business: 978-399-2345 Emergencies: 911
Recreation Department	Roudenbush Community Center 65 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5532 <a href="mailto:recreation@westfordma.gov">recreation@westfordma.gov</a>
School Department	Millennium School 23 Depot St.	M-F, 8 a.m.-4 p.m.	978-692-5560 Online form: <a href="http://westfordk12.us/district/about-wps/webforms/submit-online-comments-district">westfordk12.us/district/about-wps/webforms/submit-online-comments-district</a>
Tax Collector-Treasurer	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-399-2526 <a href="mailto:ccollins@westfordma.gov">ccollins@westfordma.gov</a>
Technology Department	1 East Prescott St.	M-F, 8 a.m.-4 p.m.	978-399-2418 <a href="mailto:itdepartment@westfordma.gov">itdepartment@westfordma.gov</a>
Town Accountant	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-392-4450 <a href="mailto:jbeyer@westfordma.gov">jbeyer@westfordma.gov</a>
Town Clerk	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5515 <a href="mailto:townclerk@westfordma.gov">townclerk@westfordma.gov</a>
Town Manager	Town Hall 55 Main St.	M-F, 8 a.m.-4 p.m.	978-692-5501 ext.1 <a href="mailto:tmaa@westfordma.gov">tmaa@westfordma.gov</a>
Tree Warden	Town Highway Facility, 28 North St.	M-F, 7:30 a.m.-3:30 p.m.	978-399-2731 <a href="mailto:scronin@westfordma.gov">scronin@westfordma.gov</a>

**DIRECTORY OF TOWN DEPARTMENTS**—CONTINUED

Department	Address	Office Hours	Main Phone/Email
Veterans Services Department	Millennium School 23 Depot St.	M-Th, 8 a.m.-4 p.m. F, 8 a.m.-4 p.m. by appointment only	978-392-1170 <a href="mailto:veterans@westfordma.gov">veterans@westfordma.gov</a>
Water Department	60 Forge Village Rd.	M-F, 8 a.m.-4 p.m.	978-692-5529 <a href="mailto:water@westfordma.gov">water@westfordma.gov</a>

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## WESTFORD AT A GLANCE

Incorporated	September 23, 1729
Population	
2020 U.S. Census results	24,643
July 1, 2021 U.S. Census estimate	24,446
Total area	30.2 square miles
Miles of town-accepted roads	155
Miles of steward-maintained walking trails	75
Form of government	Open Town Meeting Select Board Town Manager
FY 2022 tax rates	
Residential & personal property	\$16.12 per thousand
Commercial & industrial property	\$16.12 per thousand
Website	<a href="https://westfordma.gov">westfordma.gov</a>

*Cover photos:*  
Westford - A Sense of Community  
*a slide-tape history of the town, 1979*  
*and published as a book by Arcadia Publishing, 1994*

Is there a force of nature that, no matter how long the distance, can bind two groups together? The only two that come to mind are love and blood. Those who have relatives in other countries know that although these family members may not be the first ones on your minds, they do take up space in your hearts.

Westford has its own Russian Community that exists today. In fact many Westford families today are descendants of the families in Russian Brotherhood Cemetery. Although it calls itself a Russian Cemetery, there were people buried there from various lands near Russia.

In 2022, receiving any news regarding the Ukraine-Russian war has been tense for us all, but especially to those with family within the actual war areas. To show support for all of these families, St. Catherine's Church of Westford decided to hold a candlelight vigil for the Ukrainian and Russian families affected by the war. The vigil was held by teenagers, who decided to step up and shine light onto our loved ones who are involved within a war beyond their control.

- Saniya Choudhry

*Summer 2022 intern at the Westford Historical Society*

